TOPIC:
Interpersonal Leadership/ Feedback

HOW CAN YOU GET BETTER AT GIVING AND RECEIVING FEEDBACK?

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Sheila Heen
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VIDEO SUMMARY:
Heen describes several key skills for giving and receiving feedback well.

DISCUSSION QUESTIONS:

1. Sheila Heen's research into feedback revealed both its importance and challenges. We all need feedback to learn and grow. But it can be difficult to hear. Think about times when you have received feedback at work.

   • If it went well, what elements made the feedback conversation successful?

   • If it didn't go well, what made it hard for you to receive the feedback?

2. Take time for personal reflection. Most people have someone they can comfortably ask to be a supportive mirror. Heen talks about the need for an honest mirror as well. As you think about your friends and colleagues, do you have a person who you can comfortably ask to be an honest mirror? Write down their name here.

   My honest mirror could be:

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3. As a team, brainstorm what you could to do increase your comfort and skills in feedback.

   What are some practices you could put into place? What behaviors could you avoid?
   Write your ideas below.

Practices to put into place (including when and how to ask, even words or phrases)	Behaviors to avoid (including when and how to ask, even words and phrases)

4. Discuss with your team how Heen's advice about asking "one-thing" questions might improve the process of asking for feedback.

5. Close your time by pairing up and practicing being honest mirrors to one another. Ask each other the "one-thing" questions.

   • "What is one thing you particularly appreciate about my leadership?"

   • "What is one thing you see me doing that I could change about my leadership?"