Honor Others with the Truth: A Discussion of Giving and Receiving Feedback

Panelists:
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ILTA TAKEAWAYS

- Be honest. Though challenging, directness clarifies goals and expectations.
- Be timely. Offer feedback while the occurrence is fresh in everyone’s minds.
- Timeliness is a balance. Set aside enough time for feedback. Be in the right mindset or re-schedule when needed.
- Be mindful of your body language and tone of voice. Write a script to prepare to deliver a difficult message and practice. Deliver the message as neutrally as possible.
- When asked about information you can’t share, explain that the discussion is about that employee, not other employees.
- When hearsay is mentioned, manage the reality but understand the perception. If possible, position yourself to observe the behavior.
- Be confident. Deliver the message you intended.
- When giving feedback, your job is to coach not comfort. Don’t be afraid to be stern or direct. Your likability is not the most critical factor.
- Feedback to colleagues: Know how feedback will be received, offer critical feedback in private and consider the goals for giving feedback. Be helpful.
- Feedback to supervisors: Consider how feedback helps the organization, use “Yes, and” language, back up feedback with evidence and know how your supervisor receives feedback because you aren’t always in control of the outcome.
- Feedback for clients: Offer feedback related to client goals, back up feedback with evidence and leave the client with a good impression of you and your service.
- Coaching vs. Feedback: Coaching implies an ongoing relationship.
- Coaching Best Practices: Have an agreed upon objective and schedule regular calls with questions to get closer to the objective.
- Continuously seek opportunities to provide positive feedback.
- Give positive feedback publically and ideally in front of senior leadership.
- Make positive feedback specific. Explain what the employee is doing well so the employee can repeat it.
- Feedback is the greatest gift you will ever receive; be prepared to listen.
- Don’t diminish the significance of positive feedback received. Avoid deflecting positive feedback.
- If you need to process feedback, ask for time and always take feedback to a trusted mentor.
- Be proactive to address your action plan. Show commitment to.

Related materials: Harvard Business Review resources on Giving Feedback, Reach by Andy Molinsky and Key Takeaways from Leadership NEW.