



WOMEN WHO LEAD

KEY TAKEAWAYS FROM THE WOMEN WHO LEAD WEBINAR SERIES

At the annual Women in Leadership session at ILTACON 2016, attendees discussed the challenges around giving and receiving feedback. The bottom line from all the discussions was to be honest. Always honest. But how? Honesty can be difficult. Sometimes you aren't free to be completely honest because it would mean sharing confidential information. Other times, honest feedback means challenging or uncomfortable conversations. In this virtual roundtable panelists provided insights and helpful tips on both delivering and appropriately receiving feedback to your team, your colleagues, your boss and even your clients.

Mark your calendar. [Join the next ILTA Women in STEM webinar](#) on when and how to say "no" on April 6th.

Do you have an idea for a future Women Who Lead Virtual Roundtable? [Submit your idea today!](#)

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

Panelists:

Michele Gossmeier, Director, Information Governance and Compliance at Dentons

Joy Heath Rush, VP of Client Development (Law Firms) at Litéra

Jennifer Schwartz, Senior Director, Market Research and Advisory Services at The Cowen Group

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.0](#).