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Giving feedback

Situation

PSF is an international company operating worldwide. It has recently started a new project which will introduce a single standardised software package across its organisation, replacing the different softwares used by countries at the moment. Rachel is the project leader with Lucas and Gabriella in her team, supported by Eric, who is an external consultant.

Rachel, the project leader, is chairing a meeting in which the team is discussing the status of the schedule. During the meeting Rachel gives feedback to Gabriella.



Rachel



Lucas



Gabriella



Eric

A Introduction

DISCUSS

When do you give and get feedback in your job?

- What kind of feedback do you like to get? Why?
- Which kind don't you like? Why not?
- In which ways do you think giving/getting feedback may differ across cultures? If you can, give some examples.

VIEW (0.40–2.01)

Watch Bob talking about feedback and complete the summary below.

Different types and purposes of feedback
• •
Cultural differences with giving feedback
• •
Advice for giving feedback across cultures
• •

REFLECT

Bob talks about how some styles of feedback may not work in specific cultural contexts.

- 1 What does he say exactly?
- 2 In your experience, how effectively is feedback used in your own organisation?

B Giving feedback: 1

VIEW (2.02–3.13)

Let's look at Rachel giving feedback to Gabriella.

- 1 What feedback does Rachel give Gabriella at the beginning of the meeting?
- 2 Why is Rachel so worried about the current situation?
- 3 What does Rachel ask Gabriella to do?
- 4 How does Gabriella respond to the feedback?

REFLECT

What do you think of Rachel's approach to feedback? Look at the script and underline what you think is acceptable feedback, and any words/phrases which you think are unacceptable.

C What happened?

VIEW (3.14–4.24)

Now watch Bob comments about Rachel's feedback to Gabriella and compare his analysis to yours.

- 1 In what way does he say her feedback is effective?
- 2 What might be considered ineffective?
- 3 What does he say is important to bear in mind when giving feedback?

REFLECT

Which parts of Bob's summary do you agree with? Do you disagree with any of it?

D Discussing the feedback

DISCUSS

How do you think Gabriella will respond to Rachel's feedback? How should Lucas and Eric respond? How would you respond if you were Gabriella's colleague?

VIEW (4.25–5.38)

Let's take a look at Gabriella talking to Lucas and Eric about the feedback while Rachel is out of the room. She then leaves as Rachel returns.

- 1 How does Gabriella react to Rachel's feedback? Why?
- 2 How do Lucas and Eric react when Rachel returns to the room?
- 3 How does Rachel respond to feedback from Lucas and Eric?

REFLECT

What do you think of Gabriella's reaction to the feedback? Brainstorm some ideas on how Rachel should continue the meeting more positively when Gabriella returns.

E Giving feedback: 2

VIEW (5.39–6.55)

Let's look at how Rachel tries to restart the meeting more positively with Gabriella back at the table.

- 1 How far does Rachel follow your ideas?
- 2 What does she ask Gabriella to do? Why do you think she asks this?

REFLECT

Look at the script and underline anything in Rachel's feedback which you like / don't like this time. How far would you feel comfortable using these phrases? What else would you say?

Rachel's feedback
I liked:
I didn't like:
Things I would say instead:

F Reflections

DISCUSS

What do you think Rachel will say that she has learned from this meeting? How do you think she might change her feedback style as a result of this experience?

VIEW (6.56–7.52)

Watch Rachel talking about what she has learned and compare her ideas to yours.

- 1 What does she say she should do more? And why?
- 2 She talks about balance. What does she need to balance?

REFLECT

How far do you agree with Rachel's idea that good feedback is about balance? In your experience, do most people get the balance right or wrong? Why?

G Conclusions

VIEW (7.53–10.17)

Watch Bob's summary, where he suggests that people often get the balance wrong when giving feedback.

- 1 In which two ways do people often get the balance wrong?
- 2 What are his two tips for giving feedback in the right way?
- 3 What recommendations does Bob give about how to receive feedback?
- 4 Why does Bob suggest that feedback is one of the most important skills for communicating across cultures?

REFLECT

What could you do to improve your feedback style? Note down some ideas.

Improving the way I give and get feedback at work

PRACTICE

With a partner, role play a meeting between in which you gives similar feedback on another aspect of the project.

1 Plan a short one-to-one feedback meeting.

- Note down the feedback you want to give, including both positive and more critical comments.
- Decide how you want to say it.

Positive feedback	Critical feedback
• appreciate hard work done	• schedule is not good

2 After planning, role play the meeting with a partner. After the meeting give feedback to each other in terms of:

- how well the feedback was given
- how well the feedback was received.

3 Change roles and repeat the role play.

4 When you have finished, discuss any things you have learned from the role play exercise which will help you give/get better feedback in the future at work.

Positive points on my feedback: what I need to do more
Negative point on my feedback: what I need to do less