

## Giving Feedback 1



### Warm up:

- How important is feedback to a workforce?
- Do you give feedback as part of your job? If so, are you good at giving feedback?
- Does your company deliver annual appraisal meetings? If so, do you find them useful? Do you get stressed before the meeting?
- When giving feedback do you think most people focus on facts or opinions?
- How do you take criticism from your friends and family?
- What are some typical mistakes people make when giving feedback?
- Do you have a negative experience related to giving or receiving feedback at work?



### 1. Things to avoid when giving feedback. Read and discuss the following questions.

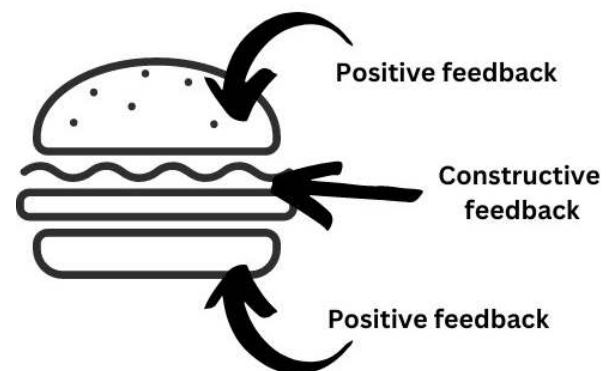
- *Sugar coating negative feedback*
- *Caving in or backing down because the person is getting upset*
- *Stating what you're unhappy about, without offering a clear picture of what you want*
- *Waiting for the once a year appraisal meeting to give feedback*
- *Using your favourite way of receiving praise as a "one size fits all" approach with others*
- *Only taking the time to give corrective feedback and not positive feedback*

1. Why might someone be tempted to sugar coat negative feedback?
2. What potential problems can arise from sugar coating feedback and how can we strike a balance?
3. How can we manage our emotions when receiving feedback, and why is this important?
4. Why is it important to offer a clear picture of what you want when giving feedback?
5. Why is waiting for an annual appraisal meeting to give feedback ineffective?
6. Why might using a "one size fits all" approach to feedback be problematic?
7. Why is it important to provide both corrective and positive feedback?



2. Read about the *Feedback Sandwich* model and the two case studies and answer the following questions.

The Sandwich Feedback model is a method of delivering feedback that starts with positive comments, followed by constructive criticism, and ends with more positive remarks. This approach aims to make the criticism easier to deliver and receive by sandwiching it between positive feedback while encouraging improvement. However, if not done well, the important critique might get lost between the positives.



#### Case Study 1: Successful *Sandwich Feedback*

Meet Alex, HR manager at *GlobalTech Solutions*. One of Alex's tasks is to provide feedback to the team to improve their performance. Alex recently used the Sandwich Feedback technique when giving feedback to Lisa, a software developer.

Alex started the conversation by praising Lisa's dedication and technical skills. He acknowledged her efforts in meeting project deadlines and contributing innovative ideas to the team. Alex then gently introduced the issue: a minor miscommunication that resulted in a bug in the recent software release. He presented the problem objectively, highlighting that such mistakes are a natural part of any development process. Alex offered specific suggestions for Lisa to improve her communication with the team, suggesting regular check-ins and status updates. He communicated with Lisa that her skills were vital to the team's success and that addressing miscommunication would only further improve her contribution. The conversation ended with encouragement for Lisa to continue excelling in her work and to consider the feedback as a growth opportunity. As a result, Lisa felt motivated to address the issue constructively, appreciating the support and guidance provided.

#### Case Study 2: Mismanaged *Sandwich Feedback*

In a different situation, Alex had a feedback session with Mark, a project manager known for his thorough planning.

Alex again used the *Sandwich Feedback* technique, but this time it didn't lead to the desired outcome. He began with positive feedback about Mark's excellent project management skills, emphasizing his ability to deliver high-quality work within tight schedules. However, as Alex moved on to the issue of flexibility, his tone shifted. Instead of presenting Mark's need to adapt as an opportunity for growth, Alex's feedback became unclear. He mentioned the need for improvement in flexibility briefly, without specific examples or actionable suggestions. This lack of clarity led Mark to overlook the message and focus only on positive feedback. Feeling praised but unsure about his actual areas of development, Mark left the session without a clear direction for improvement. He felt uncertain about whether his flexibility was truly an issue or not, leading to frustration and confusion.



1. What is the main idea behind the Sandwich Feedback model?
2. In Case Study 1, how did Alex start the conversation with Lisa?
3. What specific issue did Alex address during Lisa's feedback session?
4. How did Alex present the issue objectively, without demotivating Lisa?
5. What were the specific suggestions that Alex provided to Lisa for improvement?
6. What was the main issue Alex wanted to address in Mark's case?
7. How did Alex's feedback approach change as he moved to discussing Mark's flexibility?
8. What was the outcome for Mark after the feedback session?
9. Reflecting on both case studies, why is it important to provide actionable suggestions for improvement?
10. Discuss the potential challenges of using the Sandwich Feedback model, as highlighted in Case Study 2.
11. Can you propose an alternative feedback approach that might have been more effective for Mark in Case Study 2?

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<sup>i</sup> <https://www.tlnt.com/21-of-the-worst-ways-to-give-constructive-feedback/>