

How to Give Effective Feedback

Dani Brecher Cook & Rachel Lewin
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ALA LLAMA Webinar Series

Who We Are



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Logistics



- We'll be switching back and forth presenting throughout the webinar
- We've handily included our pictures so you know who is talking
- Please use the question box to ask questions during the webinar, Fred will be monitoring and we'll stop for clarification questions throughout
- We will have one poll, you can use your mobile device or your computer!
- Feel free to tweet at us during the webinar--we'll be checking!
- We'll do overall Q&A at the end
- You can always send us questions after!

Learning Objectives



- Participants will learn to distinguish the elements of an effective feedback conversation
- Participants will learn strategies to create meaningful, precise, and constructive feedback
- Participants will learn to identify barriers to a successful feedback conversation
- Participants will learn to recognize the warning signs of a feedback conversation that is not going well
- Participants will learn how to identify and repair off-track feedback conversations, as well as when to pause and try again another time

Structure of the Webinar



- Definition of feedback
- What makes a good feedback conversation
- When things go badly in a feedback conversation
- Repairing the feedback conversation
- Q&A

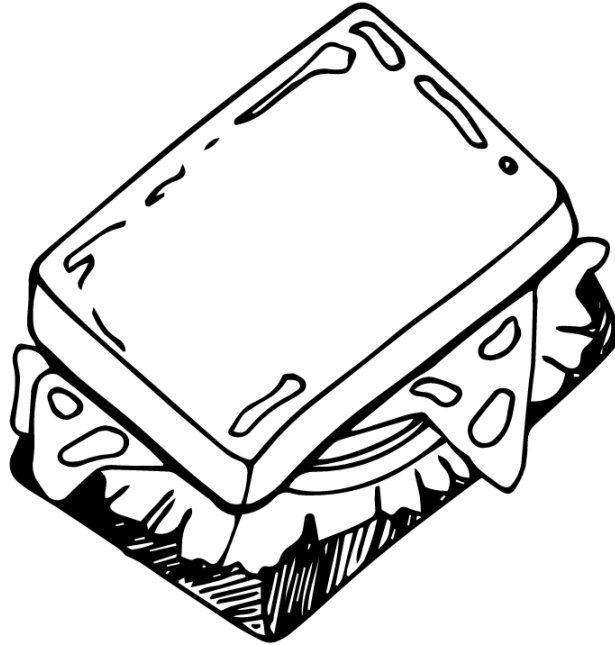
Definition of Feedback



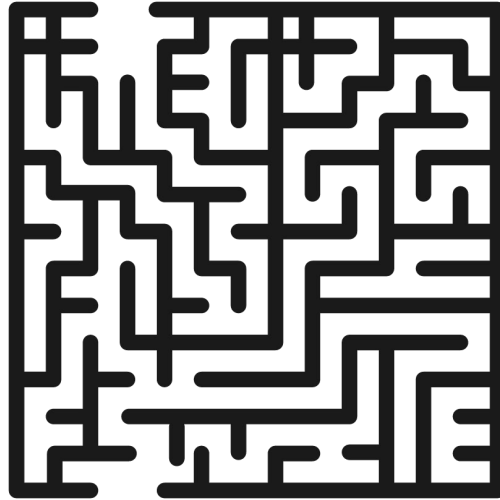
Feedback is information given about a person's performance (of a task, in a professional situation, etc.) for the purpose of improving said performance. Feedback generally occurs in a professional setting and focuses on a component of **professional** performance.

Feedback is nuanced, and formulaic approaches rarely work.

Classic Approach to Feedback



Real Approach to Feedback



Think about a time when you received feedback that helped you make a change. What were some of the characteristics of that conversation that stuck with you?

Top



1 : 0

What does good feedback look like?



Timing of a Feedback Session



- Are you setting this conversation up for success?
- What is planned for the rest of the day, for both participants?
- Do both participants really have time for this conversation?
 - What if it doesn't go as planned?



Emotions & The Feedback Giver



- How do you feel about this feedback that you need to give?
- How do you feel about the recipient of this feedback?
- How do you feel about the situation in general?
- How do you feel currently, at the time that you're planning to give this feedback?



Emotions & The Feedback Receiver



1. Consider in as much depth as possible prior to initiating the feedback conversation
 - At what point in their day are you delivering this feedback?
 - What will they be expected to do after receiving this feedback?
2. Check in explicitly about this at the beginning of your feedback conversation
 - “Is this a time when you are able to receive feedback about [topic]”?
 - “Are you in a place where you’ll be able to receive and act on feedback about [topic]?”



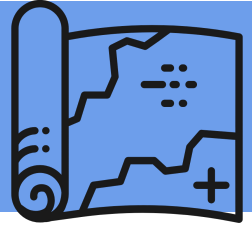
Cognitive Frames



- A cognitive frame is an internal image or mental model
- We make sense of situations through these frames
- If you can understand someone's frame, you can understand someone's actions
- Curiosity is the best way to develop an understanding of someone's frames
- This also requires skepticism about your own conclusions and assumptions!



Structure of a Feedback Session: Before the Session

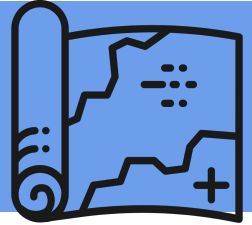


Prior to Feedback Session

- Revisit learning goals and objectives appropriate for and relevant to learner
- Review roles, expectations, and objectives specific to the conversation
- Consider timing, emotional state, and other external factors like where this conversation will take place



Structure of a Feedback Session: The Beginning



Developing psychological safety

- Establishing that the purpose of this conversation is learning, not evaluation
- Establishing that this conversation is bi-directional, and that candor is welcome

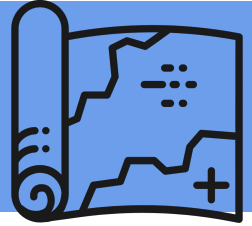
Re-establishing the learning contract

- Stating feedback giver's goals for conversation and eliciting recipient's goals
- Setting expectation that the recipient engage actively and be self-reflective

Providing a roadmap for the conversation



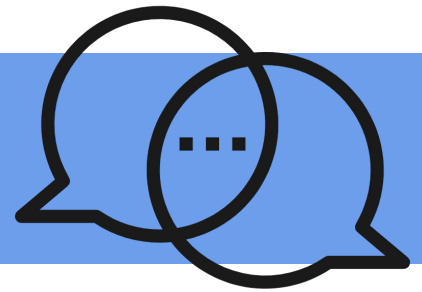
Structure of a Feedback Session: The Body



1. Describe the problem from the instructor's perspective
2. Ask questions to discover what “cognitive frames” drove the feedback recipient's actions
3. Tailor instruction and discussion to the feedback recipient's frames



Feedback on Feedback



- Remember to use the same principles as discussed previously when providing feedback about feedback
- Be clear about what you experienced while receiving feedback—describe the problem from your perspective
- Ask questions to elicit the feedback giver's frame
- Tailor instruction and questions to this frame
- Develop explicit takeaways for next time





When Things Go Wrong

Signs of Things About to Go Wrong



- An unrelated issue is brought up
- No warning that this conversation was going to happen
- Goals of the conversation are unclear (from both sides)
- Not well thought-out from the feedback giver's side
- The person receiving feedback immediately gets defensive



Fixing It

Repairing a Conversation



- Acknowledge that something went wrong, and specifically what went wrong
- Make a conscious effort to surface each other's cognitive frames
- Ask what they are hearing from you
- Repeat what you heard to demonstrate understanding
- Demonstrate empathy and learning
- Provide feedback developed from a growth mindset and show investment in working as a team
- Take a break
- Make a plan for continuing the conversation later

Getting Practice



- Have as many feedback conversations as possible in the next two weeks—as both the giver and receiver
- Feedback conversations can be short and about something small
- Or, they can be substantive—try to have both!
- Find an accountability buddy to discuss with. In two weeks, discuss your questions, concerns, things that went great and things that were a disaster.



Q & A

Thank You!



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