



How much do you enjoy being judged?

Probably about as much as you enjoy being told what to do.

We talked about that a little bit during our lesson on coaching.

Being told what to do is one of the biggest challenges with feedback. People simply don't like it .

One of the other big challenges with feedback is when people feel like they're being judged .

This is especially true when it comes to critical feedback, both in giving it and receiving it .

We're going to talk in this lesson about how to deliver critical feedback in a way that doesn't feel as judgmental .

Always remember your anchor. That when you're giving praise and when you're giving critical feedback, the purpose is not to chastise or judge. It's to focus on supporting that person so that they can grow.

92% of people recognize that critical feedback can help them grow when it's delivered effectively. But you need to make sure you're delivering it in a way that doesn't feel judgmental and with a purpose of helping people grow.

One thing to consider before you sit down to give critical feedback to somebody especially with your staff is, is this a pattern or is it an anomaly?

In another video we talked about being late and in that case the person had already been late a couple of times and it was an ongoing issue .

What if you had a staff who was on time all the time? Then one day they're late. Is it worth a conversation? That's a decision for you to make. You want to be cautious of not being overly critical or unnecessarily critical or recognizing when this is a one-shot deal and it's not worth having a conversation when the staff has shown you a pattern of this not being a problem .

Now there's always a line and where that line is isn't always clear. What if it's something more egregious than showing up late to work one day? They've never done it before but it's really egregious. And what's considered really egregious?

There are a lot of judgment calls here. You don't want to place judgment on your staff, but you do need to make a judgment call if it's something that's never happened before that you don't think it's going to happen again. Is it worth having that conversation?

I can't answer that for you, but I do encourage you to be thoughtful about that before



you sit down and engage in that conversation .

Remember with critical feedback, you need to first establish why whatever happened or why whatever didn't happen didn't happen .

Don't assume. Get this information from your staff and based on the reason, use that in your conversation with them to help support them in meeting the expectation going forward.

(I won't say feed forward again.)

Hopefully by now you're recognizing patterns. That's the key to consistent and effective feedback, making it personal, especially when it's more subjective.

Always make the process collaborative.

Sit down with your staff and let them know why you're having this conversation. Unless it's clearly objective, unless it's some number they didn't hit, when there is some level of subjectivity around it you need to make sure you're personalizing it .

'Here's what I want to talk to you about' or 'here's something I've noticed' or 'here's something I'm not sure about' or 'I'm concerned about you.'

You don't want to engage in these kinds of conversations with lots of you, you, you. It's already going to be a bit uncomfortable for most people and you want to try to minimize that as much as possible .

Own that this is coming from your perception and give your staff an opportunity to share theirs. Whatever the expectation is, be as clear as you possibly can and again, this is really hard sometimes. If you are talking about giving a presentation and you want it to be engaging, what does engaging look like?

What does engaging mean? What one person finds engaging someone else might not find engaging.

If you want something to be well written, what is well-written? How are you deciding what is well-written and what's not? These expectations can be really challenging.

If it's possible to provide an example of something that you're looking for, that always helps but understand that your staff may have all the ability and all the desire to fulfill that expectation, but they just might not be clear about exactly what you're looking for .

Work with them to help them get there .

It's really important for you to be clear .

When there are lots of options for how to go about something, when you are adamant



about doing it your way, be clear that you are choosing to do it your way. You absolutely should not do this in every instance. In fact, this should be more the exception than the rule. But of course you have every right in certain circumstances to say, 'I know there's lots of ways to go about it. I'd like us to go about it this way. It's my preference. It's easier for me. I like it better this way.'

You can see why you don't want to do that all the time, but certainly in certain moments, reserve the right to do that.

Give your staff that prefer that opportunity as well. That sometimes if you don't feel so strongly about it or it's not that big of a deal give them the opportunity to say, 'I know you like it this way. Would it be okay for me to go about it this way?'

So you're constantly working together to get to a positive result .

It's important you're on the same page about what that result is. Often you'll be on different pages about the best way to get there.

Have those conversations. Try to get on the same page and in moments when you just can't get there, be clear if it's your decision and you're going to make it this time or you're deferring the decision to your staff.

A couple of things to keep in mind with critical feedback.

Most people aren't used to it and it will take people time to get used to it.

What a lot of supervisors will do is they finally gather up the courage to give some critical feedback, it doesn't go so well and it reinforces all the reasons they didn't want to give it in the first place. They say, 'see they're really defensive . I'm never doing that again.'

Don't do that. Expect that it might be bumpy in the beginning and work through those bumps with your staff .

How you model will be essential in your giving and also in your receiving because it's likely you're going to receive some feedback that is critical from your team. I hope you do. That's how we grow. Your ability to model how to handle that and be really transparent- 'Wow, that really hit me' or 'I need a minute to process that'. It's okay to have feelings around these things and show your staff what to do when those feelings come up.

Not everyone's going to appreciate it. Even when you have their best interests at heart. I put a little asterisk there because sometimes they'll appreciate it later down the road but some staff never will. Some staff will feel like you're picking on them or you're being unfair or they don't agree with you and that's okay. You can only do the best that you can do. Not everyone's going to receive it in the same way. They have that choice.



They might not have the choice about their performance and if they're not meeting expectations, that's a different conversation .

The way that they react and feel- that's their right to react and feel the way that they feel. As long as they're meeting expectations even if they're doing it begrudgingly sometimes they don't always have to agree with you and you won't always be right which isn't the point.

You're trying to get to a mutually beneficial place to reach the goals that you have, that the organization has, that your staff has and to help them grow.

With critical feedback, like praise you're going to make sure all components of that feedback formula are in place.

That you're clear about next steps .

And this is a great opportunity to coach and support your staff through it to help them with whatever emotions are coming up but also to help them in their growth and of course to do it in a way that is supportive that is focused on the future and that is non-judgmental.