



You think you know, but you have no idea.

Do you remember where that's from?

I was thinking it was the Real World, so I looked it up to be sure and it turns out it's from an MTV show called Diary. If you were too young or maybe not even born yet in 1999 when it came out or you just have no idea what I'm talking about, that's okay because the expression is pretty self-explanatory.

When it comes to feedback or Diary we often think we know but we have no idea.

Because for most of us we have very limited experience with feedback, and we often have one similar experience.

So for you when you hear the word feedback what comes to mind?

For me it's something like this-

Being summoned into a supervisor's office being asked to close the door behind me and sit across from a desk or a table to listen to my supervisor tell me the things I'm doing wrong.

This is a kind of feedback, but it's such a small piece of what makes up the wonderful world of feedback.

In its simplest sense feedback is a reaction or a response to a process or an activity.

Whether you want to be or not, whether you realize it or not, you are giving feedback all day every day.

When you're a supervisor your staff is looking for that feedback.

If you're not taking the time to give them verbal feedback then all they have to go on is the other stuff= your body language, your facial expressions, which may or may not be true to the message you really feel and the message you want to be sending.

For the purposes of our work together, we're not going to get into body language and facial expressions, but it is important for your awareness of what messages you're sending when you're not opening your mouth. What message you're sending with your actions and what feedback you're giving off to your staff whether or not you're intending to.

It's a great opportunity to solicit feedback from them. Ask them how they read your facial expressions.

I remember once my staff said to me after I made a certain face it was something like this... (makes face)



And she said, 'Oh so you don't believe what I just said?' I didn't even realize- it was just half a second and it was enough that they picked up on it.

When you build that relationship with your staff, you can start to have these important conversations to say, 'no, that's just what my face does' or 'that's not what it means when I do that.'

It's important to create that time for the verbal and the written feedback to avoid any miscommunication.

Sometimes feedback is to address a performance issue, but they're not one and the same many times. That's our only experience of it.

Feedback is more than just addressing performance issues. It should also be about recognizing results.

*Are you on course to reach your goals?*

*Have you met your goals?*

Feedback is also an opportunity to praise and celebrate and recognize the amazing work your staff is doing regardless of what results they're getting. It's an opportunity to talk about effort- if they're putting in enough effort or not enough effort, sometimes too much in the sense that they're in danger of becoming burnt out.

And every type of feedback is about supporting growth for you and your staff.

It's helpful to point out some things that feedback is not- this is often how we experience it, but it is not just these things.

It should not just be supervisor to staff.

In another video, we're going to talk about feedback culture. To really experience the benefits of a feedback culture, that feedback needs to be flying around your place of work in every direction: supervisor to staff, staff to supervisor, colleague to colleague... When you build up enough trust that people know your feedback is coming from a good place to help you grow, they will be a lot more willing to give it and they'll be a lot more willing to hear it.

It's not just critical. A lot of times people say bad feedback meaning critical and good feedback meaning praise, but I use those terms to signify whether it's effective or not. Bad feedback is feedback that's not effective, even if it's praise. Good feedback is feedback that's effective, even if it's critical.

It's not just one hour sitting in an office with a supervisor.

Feedback can be a passing comment in the hallway, a quick text or an email, a



three-minute conversation versus a 60 Minute one. There are a lot of ways to share feedback.

Remember it's not always intentional. You are sending messages to your staff all the time. It's really important to appreciate how loaded of a word feedback is for many of your staff and potentially for you, too.

You don't always have to put a spotlight on the neon sign of feedback.

When we do get to a place where we start to give and solicit feedback, that's often what we do?

*Okay. Now I'm going to give you some feedback.*

*Do you have any feedback for me?*

It's not the way human beings normally communicate.

Think about how you talk with your friends or family.

You might ask for their opinion, but it's rare that you're going to sit down and say, 'could you please give me some feedback' or 'I would like to give you some feedback'. You sort of dive into it, right?

You might say:

*What did you think about that movie?*

*Did you think the chicken was too spicy?*

You just start to ask people their thoughts and opinions or you might give your opinion but you do it in a way that is how people communicate. That's such an important piece of this.

A lot of us when we become supervisors we take on this persona of what we think a supervisor should be and how we think a supervisor should communicate, but it's often really awkward. It makes feedback more awkward than it needs to be.

When you are having a feedback conversation, it should be collaborative. You are talking with another professional regardless of where your spaces are on your organizational chart.

People are going to hear feedback better when they have a say in it and when it's actually effective. Then, they're going to be a lot more open to it. But if they have to sit through feedback that's awkward and clumsy and hard and ultimately doesn't help them, of course, they're going to want to avoid it.



Remember you are building a relationship with another human being. Communicate like a human being. You're not a robot.

You're not a persona of what a supervisor should be.

You are a person who happens to be a supervisor.

Now you think you know and you do know!

I hope you have a clearer understanding about what feedback actually is and what it isn't. We're going to continue to talk about how to do it in a way that is effective for you. and of course for your staff as well.