

# Building a Feedback Culture

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Human Capital and Organizational Strategies

## Steps for Giving Feedback

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*The definition of feedback also provides the purpose of feedback: “communication...given to encourage or extinguish...behavior.”*

### 1. Share the purpose of the feedback with the receiver.

- Praise

*Examples: “I appreciate...” “I am so pleased...”*

- Reprimand

*Examples: “I was disappointed...” “I am not pleased...”*

### 2. State what you have seen or heard specifically.

- What/How

*Example: The closing of an important engagement and the steps taken*

### 3. Describe and discuss the impact/effect of the behavior or action on you, the department, or the organization.

- What effect does the behavior have on the goals or mission of you, the team/department, or organization?

*Example: In developing a trusting relationship with the client, the employee has increased the firm’s “return client” base as well as helped the organization make its monthly revenue goal.*

### 4. Allow time for the recipient to process and respond.

- How much time is “enough” time? What if the recipient responds negatively?

### 5. Work on action steps with the recipient.

- Both parties agree about what to do next.
- Follow-up meetings are scheduled, as needed.

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## Receiving Feedback

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The feedback I would most like to hear is ...

*What is the **value** of receiving this feedback?*

**When you receive effective feedback from someone, it can...**

- Build your trust in that person
- Inspire your self-confidence
- Create an environment of open communication
- Promote creative thinking
- Help determine your developmental level

## Techniques for Receiving Feedback

When you are going to receive feedback, you may already know what the feedback topic will be. There are other times, however, when you may be surprised by the feedback. How can you prepare yourself to receive feedback, whether you know it's coming or whether it is a total surprise? How can you accept the feedback so that you obtain the most benefit from it?

**Follow these techniques for receiving feedback:**

- Listen with an open mind.
- Focus on what is being said.
- Ask clarifying questions.
- Be aware of your body language.
- Ask for specific suggestions from the giver.
- Work together on an action plan.

*When receiving feedback, it's helpful to keep in mind that feedback is an opportunity from someone who has put care and consideration into offering it.*