

I WAS THINKING IT... BUT I DIDN'T SAY IT.

An IMSH 2017 Advanced Workshop

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THE IMPORTANCE OF FEEDBACK

- Catalyst for effective leadership
- Necessary for performance enhancement and systems improvement
- Cornerstone for individual and organizational change
- Without feedback, a pathway for improvement cannot be identified



AN EXAMPLE OF FEEDBACK



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Seriously, Mom? Like, right NOW? Did you seriously wait till this last minute to test this?



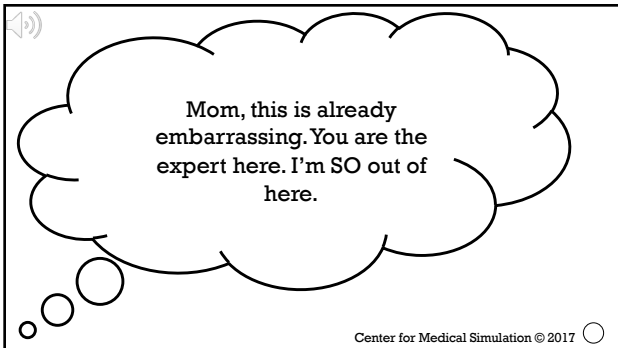
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Jianna, I can't believe you! You said you'd do the video for me and make sure it worked for me as soon as I leave for this session. I trusted you to do this. AND you didn't. Typical.

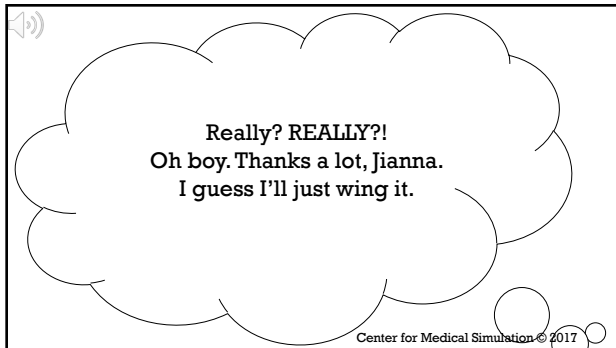


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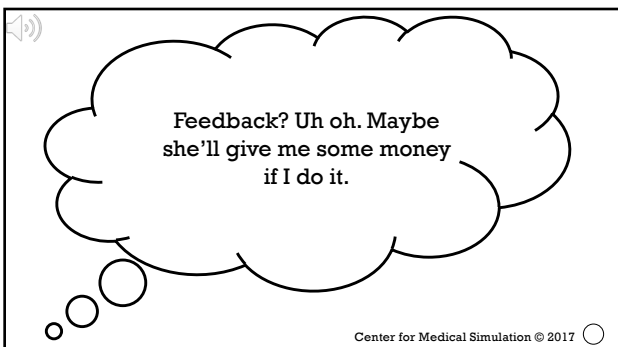
Mom, this is already embarrassing. You are the expert here. I'm SO out of here.

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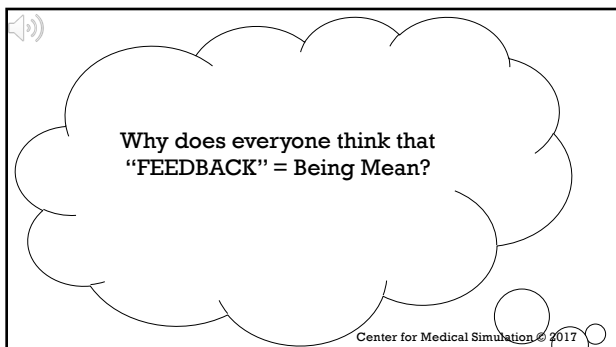
Really? REALLY?!
Oh boy. Thanks a lot, Jianna.
I guess I'll just wing it.

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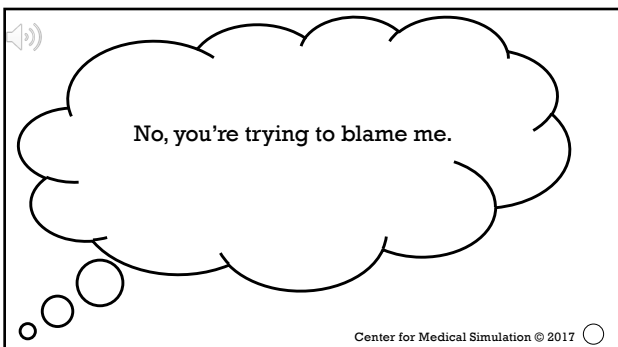
Feedback? Uh oh. Maybe she'll give me some money if I do it.

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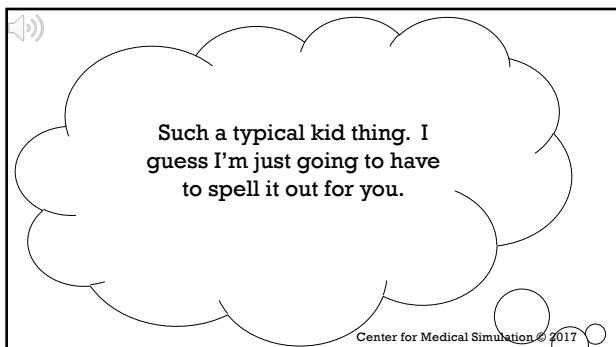
Why does everyone think that "FEEDBACK" = Being Mean?

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No, you're trying to blame me.

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Such a typical kid thing. I guess I'm just going to have to spell it out for you.

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BUT, I DID do it! But...it's mom who always says: "instead of 'but,' say 'yes, and...'" I'll just say that so she'll stop talking to me.

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REACTIONS?

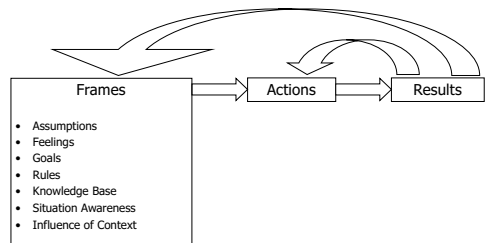
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THE TYPICAL CONVERSATION PROBLEMATIZED

- The Trigger Word...."feedback"= being mean
- Nonjudgmental
 - It's not really nonjudgmental
 - Your feelings leak
 - Your judgment is important
 - Sends the wrong message
- Judgmental
 - Risk to the relationship
 - Organizational cost
- I am right; you are wrong and I'm going to get you to do the right thing as defined by me.

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THE HEART OF THE MATTER



Frames

- Assumptions
- Feelings
- Goals
- Rules
- Knowledge Base
- Situation Awareness
- Influence of Context

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TO GIVE EFFECTIVE FEEDBACK


- The Trigger Word...."feedback"= being mean
- Nonjudgmental
 - It's not really nonjudgmental
 - Your feelings leak
 - Your judgment is important
 - Sends the wrong message
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 - Risk to the relationship
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- I am right; you are wrong and I'm going to get you to do the right thing as defined by me.

- Nice is not nice
- You have to be internally curious
- To be effective, you have to respect the individual and care about the future of the relationship.
- You are in a better position to be effective in leadership when you are in a stance where you are okay being wrong.

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A COMMUNICATION TOOL: FEEDBACK WITH GOOD JUDGMENT

A tool to giving feedback



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FEEDBACK WITH GOOD JUDGMENT

- To help improve or sustain performance...
- DOES share observations, opinions, judgments based on expertise
- DOES NOT assume a stance of certainty and righteousness
- DOES use curiosity, respect, (and your own unique style) to explore the basis of performance



ANATOMY OF FEEDBACK WITH GOOD JUDGMENT

1. **Reset & Get Curious**
 - WHAT AM I NOT SEEING? WHAT DO I NOT KNOW? – get curious
2. **Give Feedback and Explore**
 - a) **I saw**...objective data
 - b) **I think**...WHAT DO I THINK ABOUT WHAT I SAW?
 - c) **I wonder**...short & open-ended
3. **Joint Understanding and Problem-solve together**
 - CONFIRM – make sure you are understanding correctly
 - GENERALIZE – brainstorm lessons learned to real settings



1. Reset & Get Curious

- *There must be another reason other than time. I wonder what that is.*

2. Give Feedback and Explore

- a) **I see**...that you are very active in the NLN and Regional Nursing Accreditation, as well as a number of hospital committees.
- b) **I think**...it would be really great to have you and your knowledge in the PNAA and would also tie into your work with cultural nursing in most of your committees.
- c) 'sup?

EXAMPLE OF FEEDBACK WITH GOOD JUDGMENT



3. Joint Understanding and Problem-solve together

- CONFIRM – *I want to make sure I understand everything you're saying. Can I try to summarize and you can tell me if I should have heard something different?*
- GENERALIZE – *Oh, that would make sense. Is there anything I can do to help you figure out how to do it all or figure out which to do?*

NEXT STEPS

To do together with your colleague



TAKE AWAYS?

What one thing will you try when giving feedback on feedback?



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- ✓ Feedback is a responsibility of leadership.
- ✓ We don't give feedback enough because many things get in the way:
 - Being nice is not being nice
 - Our feelings leak
 - The relationship matters
 - It is okay to be wrong
- ✓ But HOW do we do this? Answer: Feedback with Good Judgment
- ✓ True personal leadership



TYING IT ALL TOGETHER



QUESTIONS?

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