Overview

**Feedback Essentials**

The Feedback Essentials Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Feedback Essentials topic. The learning experience consists of three components:

*60 to 90 minutes 60 minutes Ongoing*

Objectives

At the conclusion of the blended experience, managers will be able to:

**Give effective feedback.\*** Specifically, the experience will help managers:

* Create a fair process for giving feedback
* Gather the facts needed to give effective feedback
* Avoid making the feedback a personal critique
* Balance positive and constructive feedback
* Foster dialogue during feedback sessions
* Follow through after giving feedback

**Tailor feedback to the individual.\*** Specifically, the experience will help managers:

* Understand the value of customizing feedback\*
* Tailor feedback based on four personality styles \*
* Reflect cultural norms of feedback recipients
* Consider developmental stages of feedback recipients

**Create an environment that encourages improvement through feedback.** Specifically, the experience will help managers:

* Cultivate a positive environment
* Time feedback well
* Enable team feedback
* 360-degree feedback

**Seek feedback to improve your performance.\*** Specifically, the experience will help managers:

* Appreciate the value of soliciting feedback
* Ask their managers for feedback
* Ask employees for feedback
* Receive feedback openly

\*Objectives with an asterisk are included in Part 2, the Café session.

Part 1: Self-paced, Individual Preparation

Before the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Feedback Essentials topic:
  + Why People Avoid Feedback
  + Give Effective Feedback
  + Customize Feedback
  + Create a Supportive Environment
  + Seek Feedback
* Complete the online comprehension test from the Harvard ManageMentor Feedback Essentials topic.

Part 2: Live, Group-based Café Session

The Café session represents the core element of the learning experience. The purpose of this session is to provide an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss the context of how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

Working through the live Café session guide should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | Show icebreaker question while participants are arriving to the session (THINK ABOUT THE LEAST USEFUL FEEDBACK YOU EVER RECEIVED. WHAT DID THE PERSON GIVING THE FEEDBACK DO OR SAY THAT MADE IT SO UNHELPFUL?) Introduce facilitators.   * Review tips for using technology during the session. * Set context: As managers, we know we should give regular feedback to our team members. Yet it’s tempting to avoid giving feedback because it can be uncomfortable for giver and receiver. But feedback done well is vital to your employees’ growth and your own. In this Café you’ll have a chance to discuss how to give and receive effective feedback. * Debrief icebreaker question. * Review session objectives. | 8 minutes |
| **Skill focus: Give effective feedback** | Facilitate practice activity: Review examples of feedback. Participants:   * + Identify what’s wrong with examples of feedback mistakes   + Identify what’s right about effective feedback examples * Review a summary of key concepts for giving effective feedback. | 15 minutes |
| **Skill focus: Customize feedback** | Facilitate quick chat: Why do you think it’s important to tailor feedback to individuals’ different style? Participants share ideas.   * Debrief scenario activity: Customize your feedback. Participants:   + Identify best ways to give feedback based on brief descriptions of 4 people (representing 4 personality types: director, thinker, socializer, and relator) Activity will be designed so that participants don’t need to remember the labels for the different personality types in order to discuss how to tailor feedback   + Review a summary of 4 personality types and tips for customizing feedback based on each style   + Facilitate reflection activity: How will you tailor feedback for your employee? Participants:   + Choose an employee to whom they would like to provide feedback   + Identify the personality type most characteristic of that employee   + Write a brief description of how they would offer feedback to that employee given his or her personality type | 22 minutes |
| **Skill focus: Seek feedback** | Facilitate quick chat: Do you get the feedback you need?   * Facilitate reflection activity: In what areas would you like to receive feedback? And who should you ask--manager, coworker, and/or employee? Participants:   + Identify areas for soliciting feedback   + Identify who could provide feedback   + Make a short list of questions they’d ask   Review a summary of tips for being open to feedback you receive. | 12 minutes |
| **Applying what you’ve learned** | Review session objectives and skill areas discussed.   * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 3 minutes |

Part 3: Self-paced, Individual Application

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Feedback Essentials topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill.
* Execute their action plan over a specified timeframe (e.g., 60 or 90 days).
* After the specified timeframe (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Feedback Essentials topic to update the action plan and reflect on the experience.