Feedback
How to Receive It and Grow

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What Happens When You Receive Tough Feedback

Emoticon Gallery
Receiving Feedback: Three Triggers*

The Big Three Triggers:
1. The Truth Trigger
2. The Relationship Trigger
3. The Identity Trigger

Reflection Discussion:
1. Think of the last time you received feedback and it didn’t go well.
2. Did any of these three triggers play a role in the outcome?
3. How do you know?

* From Thanks for the Feedback: The Science and Art of Receiving Feedback Well by Douglas Stone and Sheila Heen

C Truth Trigger: The Perception of Accuracy

We’re very good at wrong-spotting. After all, there’s always something wrong – something the feedback giver is overlooking, shortchanging, or misunderstanding. But in the end, wrong spotting not only defeats wrong feedback, it defeats learning.

<table>
<thead>
<tr>
<th>Feedback</th>
<th>What We Heard</th>
<th>What Was Meant</th>
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<tbody>
<tr>
<td>▪ Be more confident.</td>
<td>▪ Give the impression that you know things even if you don’t.</td>
<td>▪ Have the confidence to say you don’t know when you don’t know.</td>
</tr>
<tr>
<td>▪ I wish you weren’t so opinionated.</td>
<td>▪ Don’t be interesting to talk to. Be apathetic and bland.</td>
<td>▪ You don’t listen to me or anyone else. It’s exhausting.</td>
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No blind spots for you? You’re probably wrong. There are reasons blind spots exist: we can’t see our own face, hear our own tone of voice, and are sometimes unaware of big patterns of behavior. More importantly, we discount our emotions, while others count them double.

### How I See Me
- Shy
- Upbeat
- Spontaneous
- Truth Teller
- Passionate
- Smart
- High Standards
- Outgoing
- Quirky

### How You See Me
- Aloof
- Phony
- Flaky
- Nasty
- Emotional
- Arrogant
- Hypercritical
- Overbearing
- Annoying

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### Potential Blind Spots: a Self Reflection

**My Blind Spots:**
Two Relationship Triggers

What We Think About the Giver

- **Their own skill or judgment:** How, when or where they gave the feedback

- **Credibility:** They don’t know what they’re talking about

- **Trust:** Their motives are suspect

How We Feel Treated By the Giver

- **Appreciation:** Do they see our efforts and successes?

- **Autonomy:** Are we given appropriate space and control?

- **Acceptance:** Do they respect or accept who we are (now)?

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This Trigger Has Two Potential Impacts:

**The Good Impact:** The second topic being put on the table may be important – sometimes more important than the feedback that triggered it. While we may have hesitated to mention it previously, it’s finally out in the open.

**The Bad Impact:** Now we have two topics and the message is tangled. Dealing with two topics isn’t a showstopper, but we don’t realize that there are two topics so both get lost as we hear the other person through the filter of their own topic.

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The People I Care About the Most

AT WORK

at home

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Leading Edge coaching & development
The Identity Trigger

Sometimes, feedback violates the strong self story that we tell about ourselves.

My Self Story:

Leading Edge Bio

Leading Edge Coaching & Development was launched in 2003 with a vision of offering leadership coaching, training and consulting that would be completely unique in the marketplace. That difference lies within our expertise: a blend of business and management experience, knowledge of leadership, adult learning and educational practices. Our difference can also be found in the experience that we offer: learning that is brought to life through theatre and improvisational comedy. More importantly, our mission is clear: to only provide services and workshops that will make a profound difference to your success.

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