

Constructive Criticism: Professional Feedback



Overview:

Professional growth is dependent on one's ability to give and receive feedback. Managers, responsible for evaluating employee performance, must learn the skills necessary to (1) provide reinforcement for positive behaviors and (2) constructive criticism for areas needing improvement. This training program is designed for those who understand the important link between communication and job effectiveness. Indeed, participants will gain knowledge and hone skills that cut at the very core of management.

Learn:

After participating in this training, you will understand the essential nature of giving and receiving criticism to organizational productivity. By utilizing the techniques taught, you will be able to delegate, manage, coach, mentor better than you thought possible. By improving the performance of employees, ultimately, your performance level will soar.

Objectives:

- ❖ Become comfortable confronting inappropriate behavior and unsatisfactory work.
- ❖ Learn to make maximum use of employees' capabilities.
- ❖ Realize that how you communicate is just as important as what you communicate to employees.
- ❖ Know how to resolve difficult situations quickly and defuse defensive behavior's.
- ❖ Recognize the benefit of continuous, two-way feedback.
- ❖ Learn how to prepare for feedback session and "set the stage" in facilitating a positive dialogue.
- ❖ Develop communication skills that enable you to achieve the results you want.
- ❖ Translate what you learn into action.

AESCHWARTZ & ASSOCIATES

P.O. Box 79228 • Waverley, MA 02479-0228

EMAIL: aes@aeschwartz.com

TEL: 617-926-9111

www.aeschwartz.com

www.aespeaks.com

www.schoolformanagers.com

Outline:

Giving Feedback

- A. Encourage Productive Effort and Promote Positive Change

Traps To Avoid When Giving Feedback

- A. Being Too Tentative or Too Harsh
- B. Discussing Negatives As If They Were Positives and The "But" Syndrome
- C. Giving Very Specific Examples When Discussing Unproductive Behavior

Preparing

- A. Focusing on Key Strengths
- B. Limiting Your Critical Feedback To Two Areas And Consolidating Feedback

Providing The Criticism

- A. Starting Out
 - 1. Small talk and an overview statement
- B. Communicating Positive Feedback
 - 1. Giving positive feedback
 - 2. Strive to create a dialog
- C. Setting The Stage For Critical Feedback
 - 1. Avoid transitional terms and refer to your critical feedback as
- D. Phasing Your Critical Comments
 - 1. Don't use and the summary
- E. Obtaining The Person's Feedback
 - 1. Four possible reactions
- E. Reacting To The Request For Examples
 - 1. Resist the temptation to give very specific examples

Defesive Behavior and Agreement/Disagreement

- A. Signs To Look For
- B. Using Reactive Techniques
- C. Leading The Dialogue and Maintaining Focus

Ending The Session

- A. After Discussing The Feedback Strive To End The Session On A Positive Note

Productive Feedback Session

- A. Establish Clear-cut Follow-up Methods
- B. Look For Progress
- C. The Seed For Productive Change During Your Feedback Sessions
- D. Nourish This Change Through Ongoing Feedback And Appropriate Praise

Action Plans And Summary