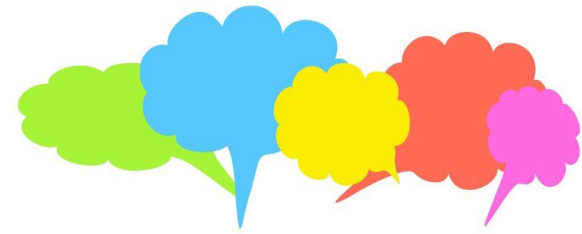




Critical Art of
feedback

Liisa Sjoblom & Lori H. Wamsley
OLA Conference 2021

Today's Interactive Session



What is Feedback?

Types of Feedback in the Library

Giving Feedback + Power Positive Feedback

Receiving Feedback + Power of Listening

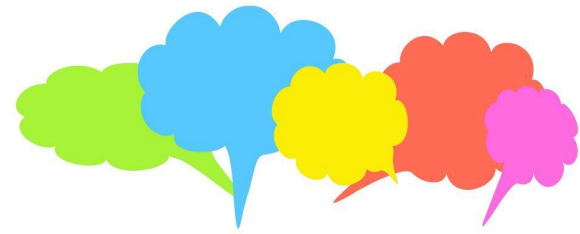
Strategies for Giving & Receiving Feedback

Questions + Additional Resources

In one to three words what does the word feedback mean to you?



Why is feedback so challenging?



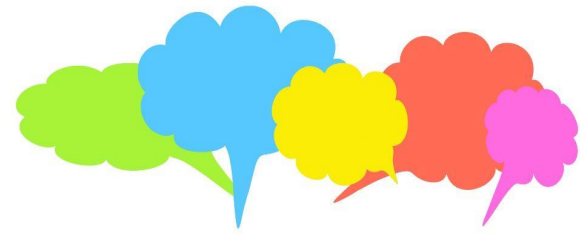
“Thanks for the Feedback” suggest three reasons:

Truth

Relationship

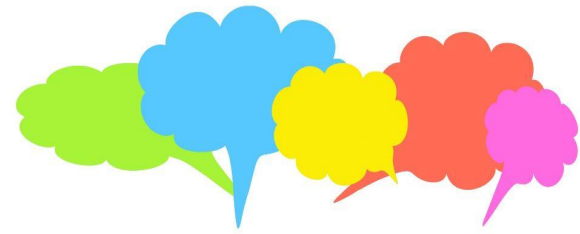
Identity

Other challenges with Feedback...



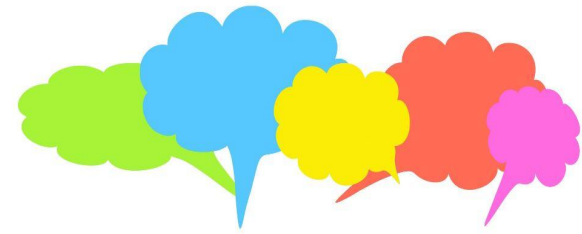
- Only negative feedback is given
- It is presented as a one-way discussion
- It is used as an opportunity for a personal attack or criticism
- Only represents one point of view

What is Feedback?



- Flow of information among associates
- Sharing of observations
- The first step toward positive, productive change

Types of Feedback in the Library

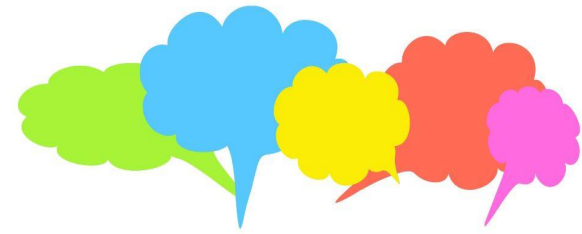


- Manager to Employee
- Employee to Manager
- Peer to Peer
- Customer

What are some of the challenges you face when giving feedback to others?



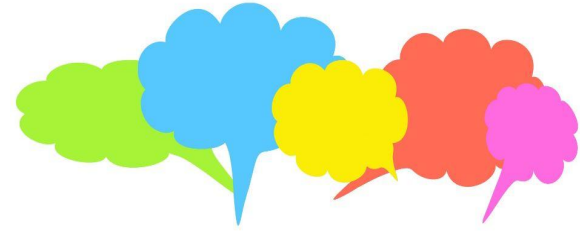
Giving Feedback - Challenges



Common challenges:

- Unwanted
- Defensive, angry reactions
- Feedback in the form of a required template
- Insufficient time/preparation or inadequate training
- Balancing timeliness with current situation/environment

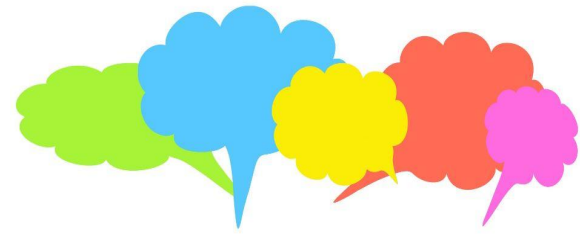
The Power of Positive Feedback



- Negative feedback hinders learning
- Fallacy that great performance can be defined
- We are unreliable raters of performance
- Learning a function of recognizing, reinforcing, and refining



The Power of Positive Feedback



To help people excel, note the good performance and interactions

Examples:

- Tom Landry and The Dallas Cowboys
- Model Reference Behaviors

The Power of Positive Feedback



Examples of Feedback on Performance

Instead of “Can I give you some feedback”

Try “Here’s my reaction”

Instead of “Here’s what you should do”

Try “Here’s what I would do”

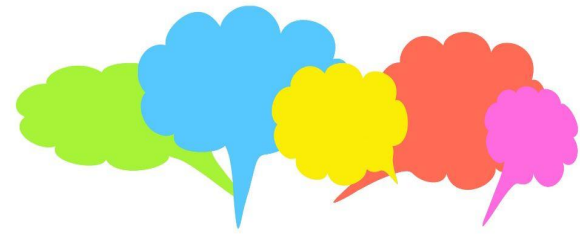
Instead of “Here’s where you need to improve”

Try “Here’s what worked best for me, and here’s why”

What are some of the challenges you face when receiving feedback from someone?



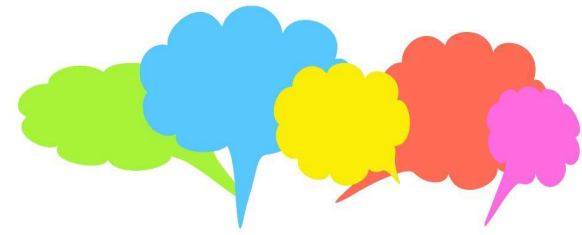
Receiving Feedback - Challenges



Common challenges:

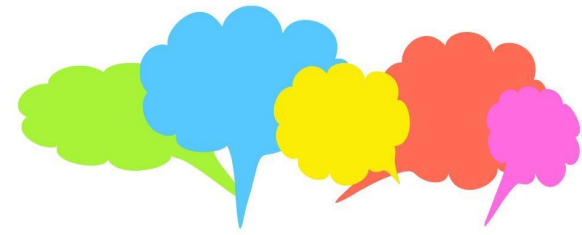
- Unclear expectations
- Only getting negative feedback
- Controlling emotions & reactions
- No voice in the process
- Getting feedback in public setting

The Power of Listening



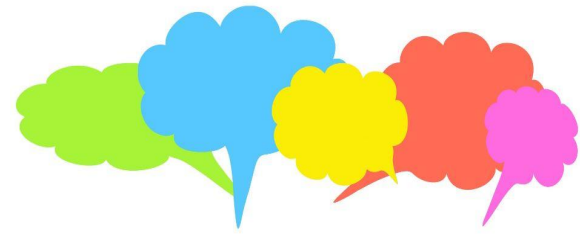
- Hearing vs Listening
- Involved Process
- Listening Beyond Hearing

The Power of Listening



- Coping with Criticism
- Benefits of Criticism
- Resiliency

The Power of Listening - Nonverbals

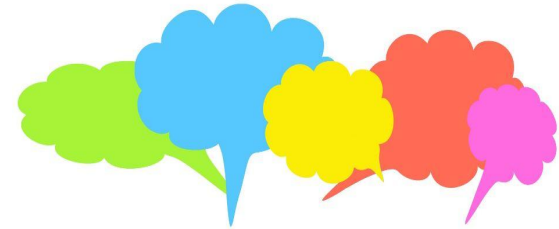


- Expression
- Relaxed Body
- Don't Fidget
- No Cell Phones

Tips & Strategies for Giving Feedback

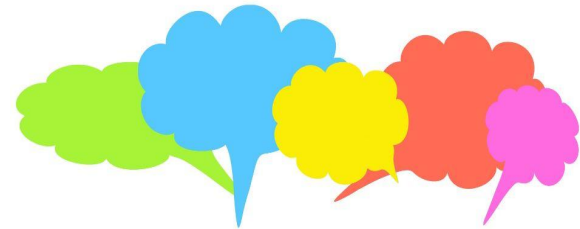
Practice Empathy & Build a Receptive Feedback Environment

- Provide feedback when asked
- Balance positive with improvement-oriented
- Give specific feedback with details
- Ensure appropriate time and space
- Stop talking and actively listen
- Collaboratively come up with an action plan



Tips & Strategies for Receiving Feedback

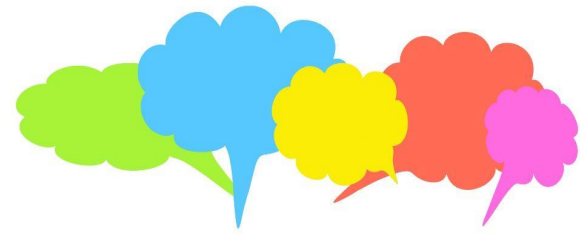
- Build collaborative relationships
- Ask for feedback, informally
- Prepare yourself
- Focus on listening, not defending
- Ask for specific examples for ways to improve
- Ask for support to make improvements



Thinking about what you learned today about giving and receiving feedback, which strategies would you like to try?



Final Thoughts about Feedback



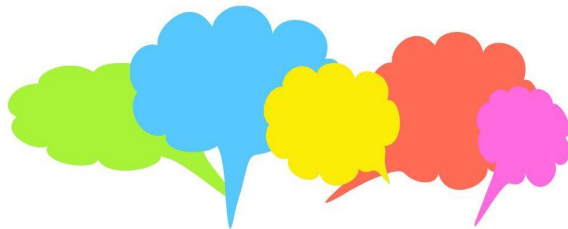
“We all need people who will give us feedback. That’s how we improve.”

– Bill Gates

“Everything in my environment is offering me feedback, if I will only listen.”

- Sharon Weil

Questions



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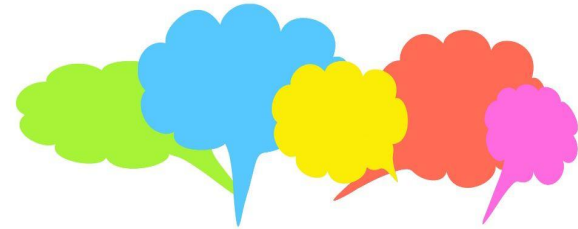
Additional Resources

Buckingham, M., & Goodall, A. (2019). The feedback fallacy. *Harvard Business Review*, 97(2), 92-101.

Harvard Business School Press. (2006). *Giving feedback : Expert solutions to everyday challenges*. Boston, MA: Author.

Murphy, K. (2020). *You're not listening: What you're missing and why it matters*. New York, NY: Celadon Books.

Stone, D., & Heen, Sheila. (2014). *Thanks for the feedback: The science and art of receiving feedback well (even when it is off base, unfair, poorly delivered, and frankly, you're not in the mood)*. New York, NY: Viking.



The End

