

Providing Feedback: A Gift of Perspective



MI 360

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What is a Gift?



Why Is Feedback Important?





“I’ve met a lot of leaders in the army who were very, very competent.

...I’ve also met a lot of leaders who had superb character but who lacked competence...

To lead in the twenty-first century... you will be required to have both character and competence.”

General H. Norman Schwarzkopf

What is MI 360?



How MI 360 Works

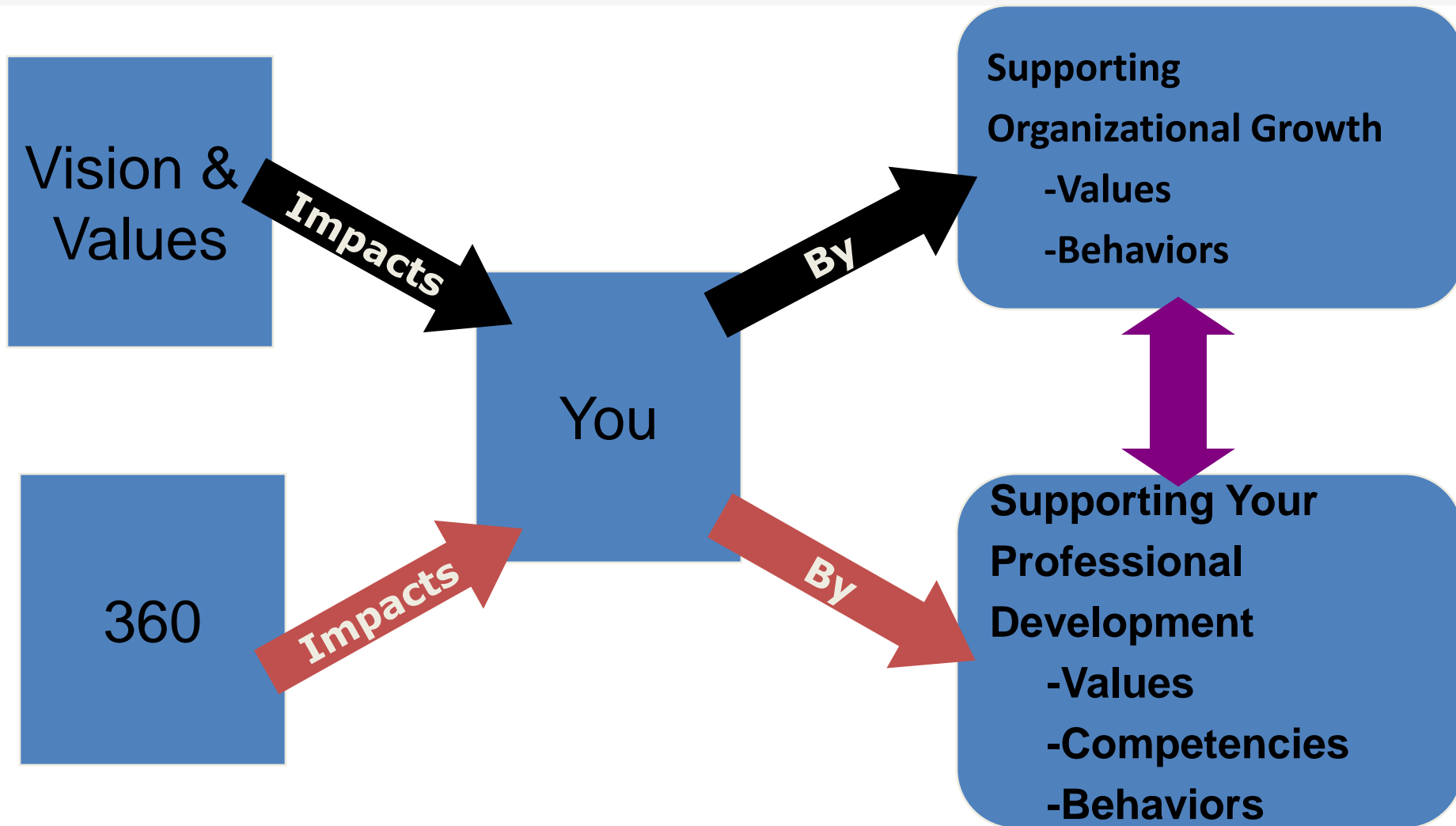


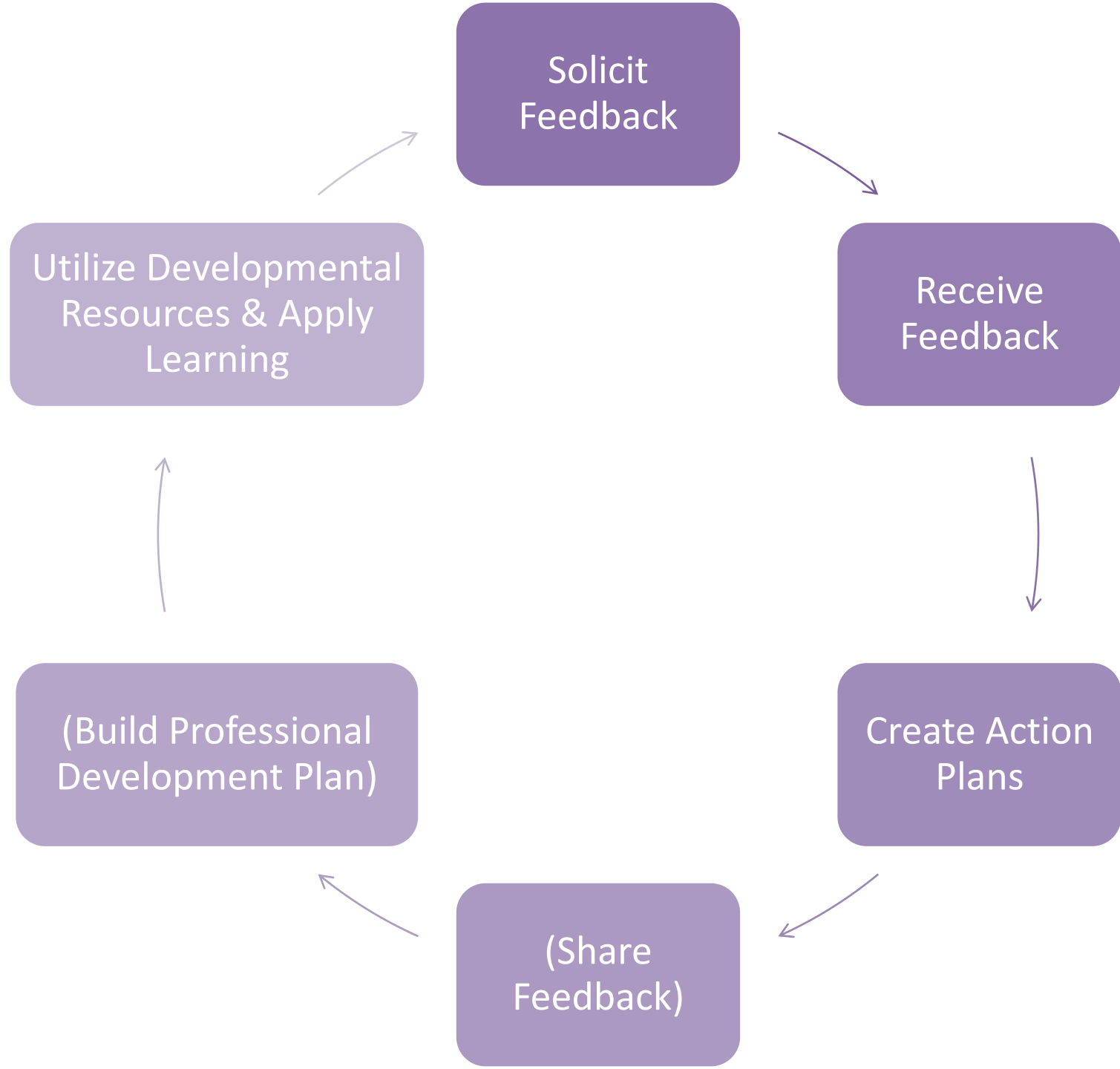
Ratable Scale Sample Question

Accepts responsibility when things go wrong.

Never	Seldom	Occasionally	Often	Almost Always	Always	No Opportunity to Observe
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

The Vision & Values, 360 and You





Solicit
Feedback

Receive
Feedback

Create Action
Plans

(Share
Feedback)

(Build Professional
Development Plan)

Utilize Developmental
Resources & Apply
Learning

FRAGILE
HANDLE WITH CARE

Behavior In a Box

What can you do in 15 minutes?

5 minutes of

- introduction and learning
- hands on exercise
- debrief, self reflection & next steps.

Behavior in a Box – One Of Many Leadership Development Resources

Shared Values

- Integrity
- Excellence
- Inclusion
- Teamwork

Leadership Competencies

- Building Trust
- Communication
- Developing A Successful Team
- Facilitating Change
- Leading Through Vision and Values



***For More Leadership Development Resources contact
The Office of Great Workplace Development at 241-0853***

FRAGILE
HANDLE WITH CARE

Scenario

- Accepting Feedback Without Becoming Defensive
- Share Critical Inquiry, Experience Life Magazine, March 2006 (*See Handout*)
- (Interview with author Elizabeth Larsen)

Positive & Negative Ways of Receiving Feedback



Handout #2 Accepts Feedback Without Becoming Defensive

Critical Inquiry, Experience Life Magazine

Accepting feedback from others can be tough. But successful leaders know how to respond to criticism with grace – and look for ways to develop themselves. The following is an interview author Elizabeth Larsen had with an executive reflecting on the importance of feedback. *Critical Inquiry, Experience Life Magazine, March 2006*

Early in her career as a brand manager at Aveda Corporation, Annie Gillette Cleveland's assistant pulled her aside. "She wanted to talk to me about something that was bothering her," Gillette Cleveland remembers. "She said that the way I used the word 'I' to talk about the work we did together made her feel like she wasn't an important contributor to our team."

It was a criticism that struck Gillette Cleveland with the force of a thunderbolt. "At first, I was really ashamed," she admits. "But her feedback made me see clearly how I presented myself and how I was coming across. Looking back, it was probably the best advice I've gotten in my entire career. ... Thirteen years and several jobs later, I'm still mindful of that advice. I think the humility I've developed as the result of that has made me a better leader."

Over time Annie was able to use the feedback she received to help develop herself. But, being told that we're wrong, off-base or failing to live up to expectations is rarely easy – especially if the feedback, hits a little too close to home. Many people, even those on the receiving end of supportive criticism, are inclined to get defensive.

Negative Ways of Receiving Feedback

The background of the slide features two black silhouettes of men in a boxing ring. The man on the left is in a boxing stance, holding a microphone to his mouth as if speaking. The man on the right is also in a boxing stance, holding a microphone and looking towards the first man. A thin white line connects the two microphones. The background is a solid reddish-pink color.

Verbally attacks the feedback giver and turns the table

Devalues the speaker, what the speaker is saying, or the speaker's right to give feedback

Defends personal actions, frequently objects to feedback given

Refutes the accuracy or fairness of the feedback

Behavioral Passport - Next Steps (Write it Down)



- When are you most likely to live this behavior?
- When are you most likely to not live this behavior?
- What will you do to better practice this behavior?

What Will You Do Tomorrow?



MI 360 Feedback is a Gift!



Feedback should be viewed as a gift, and if others offer you this gift you should thank them.

James M. Kouzes and Barry Z. Posner

The Leadership Challenge (Jossey-Bass Publishing)