Leading Others:
How to ask for and take action on feedback from your team

A link to the slides will be emailed at the end of the week
Team benefits of upward feedback

- Employee engagement leads to greater productivity, innovation and retention
- Being asked for advice or feedback:
  - Increases trust between employee and manager
  - Signals to employees that it’s good to ask for feedback
- Upward feedback leads to greater openness and honesty among teammates
Leader benefits of upward feedback

Research has shown that:

- An environment where all team members feel empowered to give feedback positively impacts patient safety.
- The most effective leaders ask more people for feedback and they ask for feedback more often.
- Those who continue to ask for feedback throughout their career end up being more trusted.

Curious about your feedback preferences? Take this survey.
Strategy: *Set the stage*

Creating a culture where one feels safe to openly share and receive feedback begins with the manager.

- **Explain why you are asking**

*I want to promote a more feedback rich environment within my team*
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- Explain why you are asking
- Give Time To Think About It

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- Explain why you are asking
- Give Time To Think About It
- Receive It Live

Establishing team norms

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- **Explain why you are asking**
- **Give Time To Think About It**
- **Receive It Live**
Strategy: Create psychological safety

Psychological Safety
The degree to which individuals feel comfortable taking positive interpersonal risks.

Promote Active Listening
Encourage employees to share more by thoughtfully responding and asking probing questions.

Craft a Secure Setting
Model being non-judgmental, actively encourage questions, demonstrate inclusivity during meetings.

Develop an Open Mindset
Being open to new ideas encourages employees to challenge the status quo and innovate.

Lead by Example
Ask for feedback, acknowledge mistakes, seek different opinions and convey a positive attitude.
<table>
<thead>
<tr>
<th>Strategy: Ask skillful questions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Open Ended</strong></td>
</tr>
<tr>
<td>I’m always trying to improve as a professional and as a manager. Is there anything I could be doing better or differently?</td>
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<tr>
<td><strong>Task Specific</strong></td>
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<tr>
<td>The annual budget process is done! I’d love your take on anything we could do differently next year or ways I could change be more helpful to you and the team.</td>
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<tr>
<td><strong>Area-to-Work-on</strong></td>
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<tr>
<td>I’m working on my attention to detail. Could you give me notes after this afternoon’s presentation when I didn’t get the details just right?</td>
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<tr>
<td><strong>Personal impact</strong></td>
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<tr>
<td>What did you take away from the team huddle?</td>
</tr>
<tr>
<td><strong>Feedback as advice</strong></td>
</tr>
<tr>
<td>I’m not sure how to get more feedback from the team… Do you have any advice for me?</td>
</tr>
</tbody>
</table>

*When all else fails try “Tell me what you think I do not want to hear”*
Strategy: *Model feedback-receptive behavior*

- When receiving feedback, give your full attention and listen carefully
  - Eliminate distractions, including your phone and laptop, and focus fully on the person giving the feedback.
Strategy: *Model feedback-receptive behavior*

- When receiving feedback, give your full attention and listen carefully

- Don’t debate or defend
  - Notice your reactions, but do not offer contradictory evidence or challenge your colleague.
  - If you debate, you will look defensive and you may decrease the likelihood of that person offering you feedback in the future.
Strategy: Model feedback-receptive behavior

- When receiving feedback, give your full attention and listen carefully

- Don’t debate or defend

- Manage your emotions
  - Instead of finding fault in the messenger, become curious about yourself. Ask: Where is this anger really coming from? What about this is confusing? What part of the message is actually true for me, even if I don’t want to acknowledge it?
  - If you find yourself getting emotional, explain you need time to reflect and follow up with your colleague in the near future.
Strategy: Model feedback-receptive behavior

- When receiving feedback, give your full attention and listen carefully
- Don’t debate or defend
- Manage your emotions
- Demonstrate gratitude
  - Say thank you in a way that conveys sincere appreciation. Let them know how much you appreciate their effort and courage.
Strategy: Learn from positive feedback

✔ Tells you what you don’t need to work on

✔ Can increase your motivation to improve

✗ Is not the same as praise
  
  – Praise: “Nice job!”; “You were great in that meeting.”; “Killer presentation!”
  
  – Does not give us enough information to repeat the behavior.
Strategy: *Be open about what you are working on*

**Act on the feedback and discuss the impact of your changes**
- Take all feedback into consideration
- Reflect on what you hear, make changes where appropriate
- Explain your thought process to ensure that your employees feel heard

**Sustain progress and share updates**
- Update your feedback providers
- Tell them what you are doing differently. You’ll give them:
  - Validation that you heard and appreciated what they had to say
  - The opportunity to see you as a person who is committed to your professional development.
# Questions? Comments?

## Penn Medicine Resources

- **PennCOBALT** a tool for the Penn Community that uses targeted assessments to direct you to the right level of coping support.
- **Lead Strong** Live discussions and curated resources for Penn Medicine employees around leading yourself and your team during adversity.
- **WELLfocused** a program dedicated to making living a healthy lifestyle easier, by providing tools, resources, educational campaigns and health-related challenges to help improve overall well-being

## Penn Medicine Academy:

- Microlearnings:
  - [Creating a Feedback Rich Environment](#)
- Job Aids:
  - Giving Feedback
  - Soliciting Feedback
  - Receiving Feedback
- Classes:
  - [Tools and Resources for Building a Feedback Rich Environment](#)
  - eLearning: Giving Feedback with the ADAPT Model
- Tools:
  - Responsibility Matrix

## Articles

- Team Learning and Psychological Safety Survey: Measurement Instrument Database for the Social Sciences (midss.org)
- How Leaders Can Ask for the Feedback No One Wants to Give Them (hbr.org)
- Top executives need feedback--here’s how they can get it | McKinsey

## LinkedIn Learning

- Psychological Safety: Clear Road Blocks to Innovation and Collaboration
- Self-awareness, Authenticity and Leadership
- Becoming an Impactful and Influential Leader (podcast)
- Lessons in Enlightened Leadership