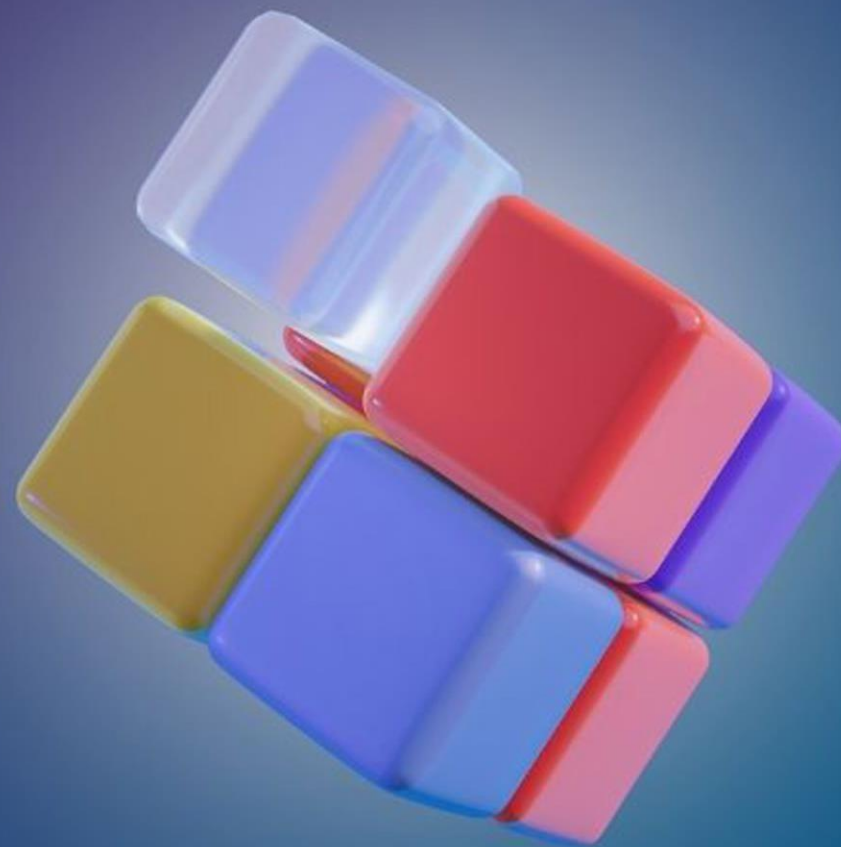UHR

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'ONLY SAY ABOUT SOMEONE WHAT YOU WILL SAY TO THEIR FACE' BUT....ARE WE READY FOR *RADICAL CANDOUR?*

Crafting and sustaining effective feedback loops at work

Zahara Chowdhury | EDI Business Partner

Objectives

- To understand the meaning of radically candid feedback and its relationship with diversity in the workplace

- To reflect and consider: what makes feedback effective for you, your team and your workplace?

- To identify how we can begin crafting an environment and culture for feedback loops: the feedback spectrum
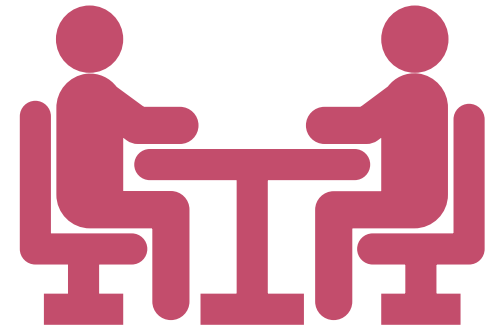
Radical candour in the workplace: are we ready?
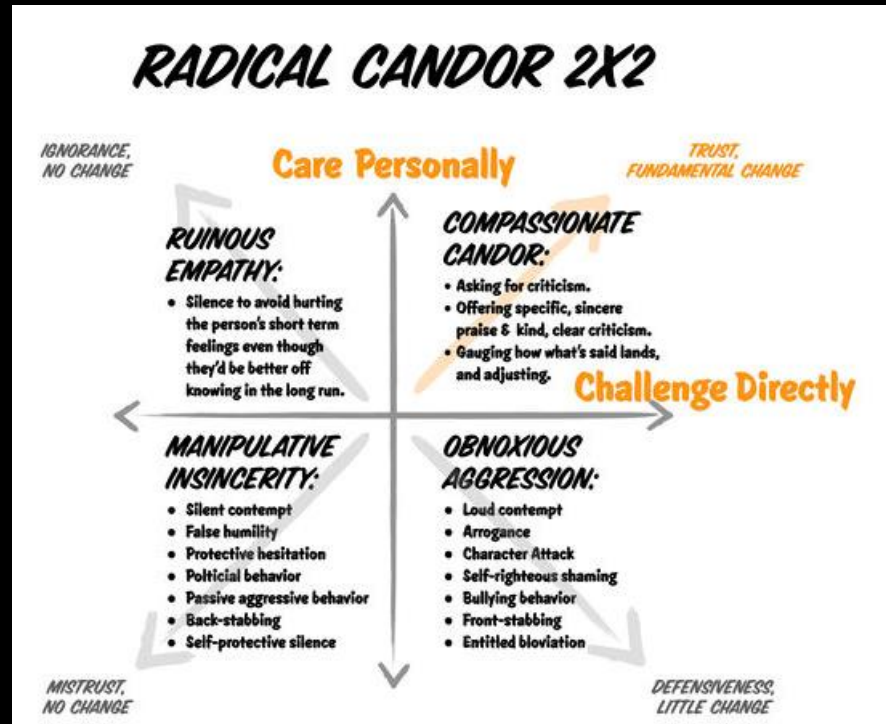
Working in diverse teams is hard

Cultural diversity

generational diversity

Gender diversity

Status and diversity

Experiential diversity

Radical candour is possible, innovative and extremely effective, if a workplace or team have crafted an appropriate atmosphere, environment and feedback loops to give and receive it

Research tells us...

- 'Men and women are equally likely to be described as having technical ability, while women are viewed as too aggressive and men as too soft. Furthermore, some behaviors, such as "taking charge," are more valued for men than for women: "taking charge" is associated with the highest performance ratings for men but not for women.' (Correll, Weisshaar, Wynn, Wehner, December 2020)

- 'An academic study recently published online by the Journal of Organizational Psychology surveyed nearly 8,000 employees at 61 German companies and found that at companies with more younger managers of older employees, workers reported 12 percent more negative emotions on the job.' (Washington Post, 2016)

Personally and professionally:

- When are you 'happy' to give feedback? When are you happy to receive feedback?

- Who are you happy to take feedback from? Who are you happy to give feedback to?

- How do you determine effective feedback?

- How do you determine ineffective feedback?

Feedback is most effective when:

- It is delivered in a safe environment by someone you feel safe with

- It is delivered in a trusting environment by someone you trust

- It is delivered with a sincere and genuine desire to empower and help, not to feel powerful and belittle

- It will assist

- It is actionable

- And most importantly...it is *requested*

Delivering effective feedback

- **C**ontext

- **O**bservation

- **R**esult

- **E**xpected next steps

- 'I asked you to help us be more efficient with our comms. You went above and beyond by implementing Slack. The team is now spending less time on email and more time communicating effectively. We'd love for you to explore other tools to streamline communication in the office' (ref: Kim Scott, July 2024 – social media).

Feedback loops: how can I create these with my team?
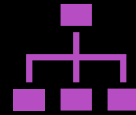
Feedback is not for *you* it is for the person receiving it, the project, the team, the organisation...

Loop in: how do you like to receive feedback? What type of feedback do you best respond to?

Should all feedback be 'to improve'?

1:1s - how consistent are these? How formal or informal are these?

2 stars and a wish!

360 feedback loops – a whole team approach to feedback

References

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- https://www.gsb.stanford.edu/faculty-research/publications/inside-black-box-organizational-life-gendered-language-performance

- Scott, K., *Radical Candor (Macmillan, 2017).*

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