

Feedback

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OBJECTIVES

1

Identify the characteristics of effective feedback

2

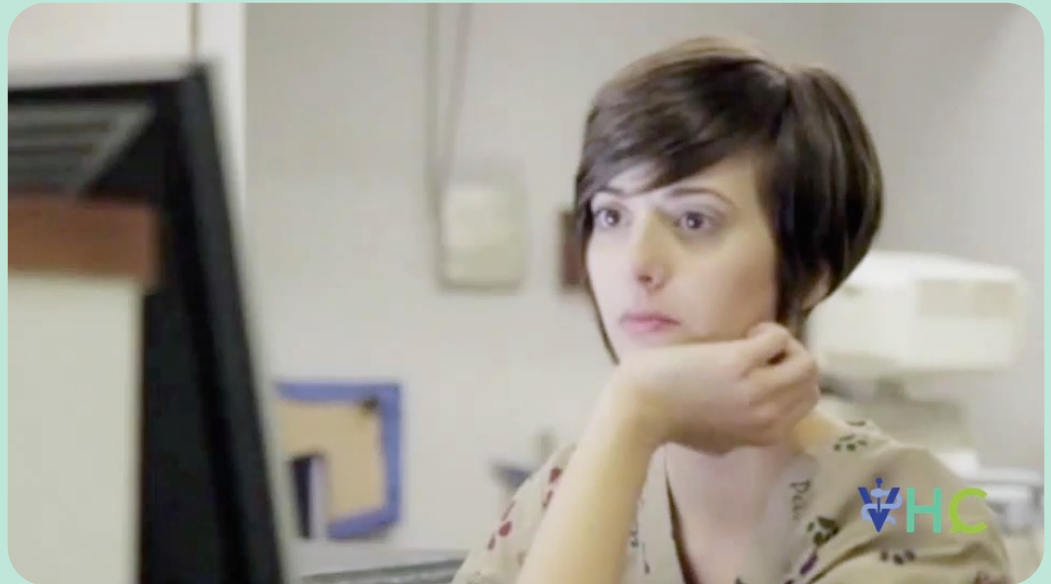
Define and apply the steps of the CC-BID Feedback model

3

Recognize opportunities to seek and provide feedback in your daily life.

Feedback Exercise

- Is this feedback?
- Is this feedback you could “hear” and work with?



Think of a time when you received feedback you felt was helpful.

What were the characteristics of that feedback?

What made it helpful?

Learning Environment Without Feedback

- Without feedback individuals
 - May overestimate their abilities
 - Effective performance is not reinforced
 - Poor performance remains uncorrected (errors)
 - Receive a false “positive” impression

“Lack of feedback is one of the most serious deficiencies in medical education practice.”

(Carr et al., 2023; Motley 2015; Davis et al 2006; Ende 1995; Laidlaw 2004,; Waitzkin 1985; Spickard, 2008; Cantillon, 2008; WHO 2007)



Feedback in the Workplace

“...the process of connecting to share information about observed strengths, perceived gaps, blind spots, and/or the impact of one’s behavior on others”



Everyone gives and receives feedback.

HOW we do it, makes all the difference.

Common Mistakes in Giving Feedback

Judges individuals, not actions

Too vague

Exaggerated with generalities

Psychoanalyzes motives

Waiting too long

Using email or voice mail

Giving advice



(Center for Creative Leadership, 2016; Cox, 2016)

Three Kinds of Feedback

APPRECIATION



Being seen and
feeling understood

COACHING



Sparked by a need
to improve

FORMATIVE/
CONSTRUCTIVE



Informs where you
stand relative to specific
standards and/or shares
behavioral gaps

(Stone & Heen, 2014)

Appreciation or Constructive Feedback Ratio



We need supportive mirrors and honest mirrors

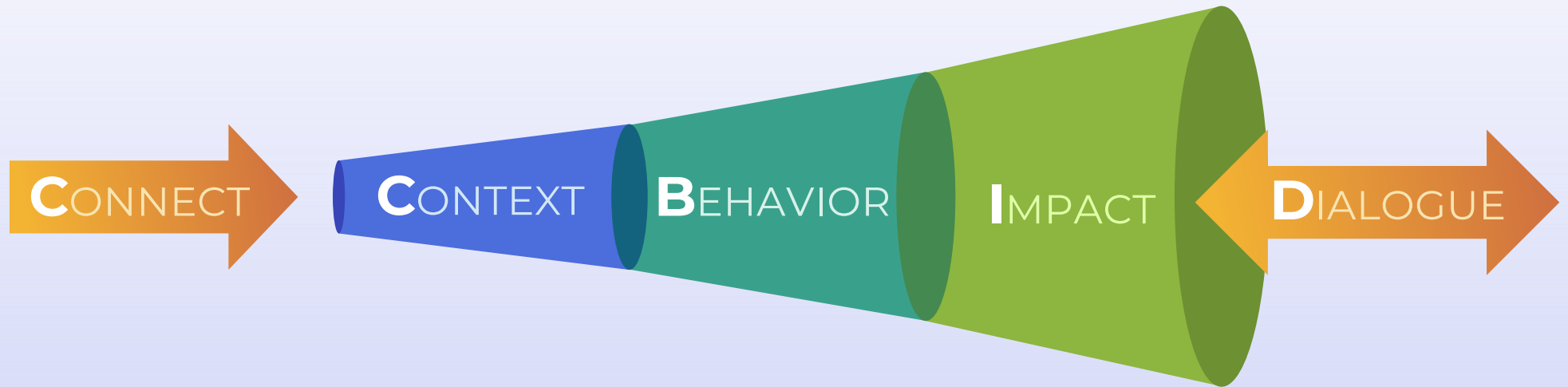
(Zenger & Folkman, 2013; Losada, 2004; Grant & Gino, 2010; Geue, 2018)

Core communication skills are key to goal setting and successful feedback.



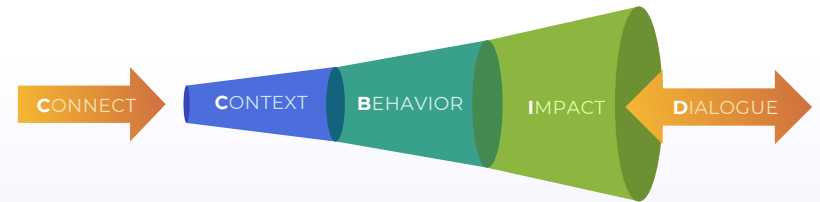
Create a culture of goal setting, feedback, and accountability.

CC-BID: A Model for Sharing Feedback



(Adapted from Center for Creative Leadership, 2005;
CCL White Paper, Gentry & Young 2017)

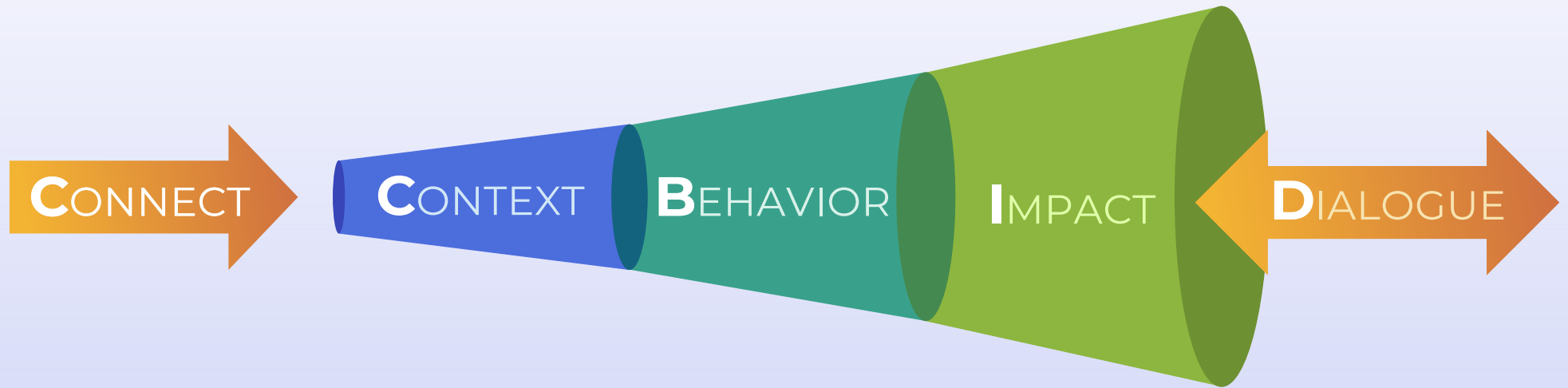
Prepare for Feedback



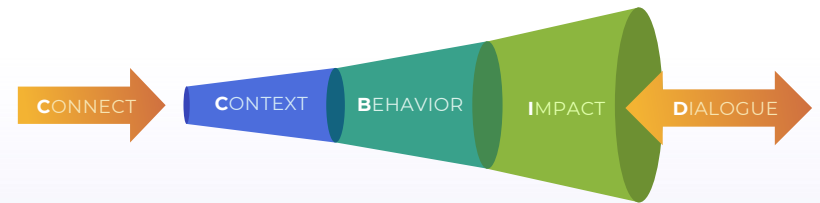
- Intention?
- The facts?
- Gain understanding
- How can I **CONNECT?**



Connect

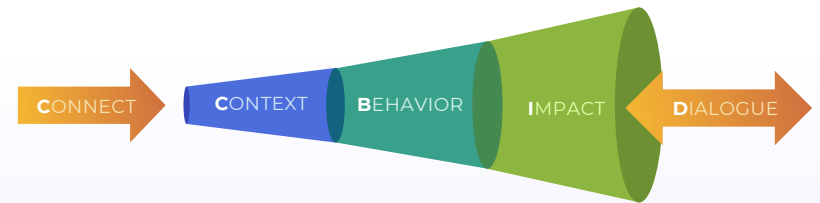


Connect



- Ask permission
- Introduce what will be discussed
- Emphasize why it matters
- Empathize – Reflect sincerity

Context

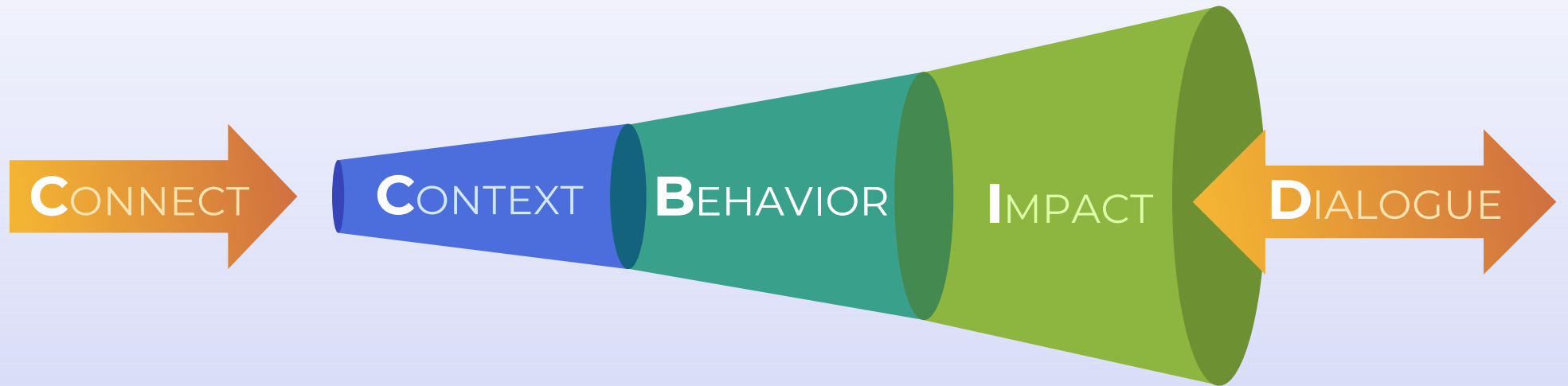


Be specific

*At lunchtime on
Tuesday, you were in
front of Jim and I in
line at the cafeteria...*

*About a week
or so ago in
the cafeteria...*

Behavior

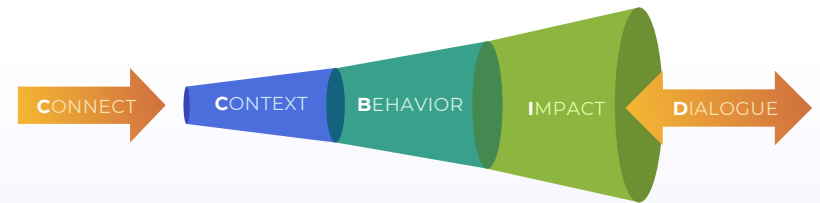


Exercise: What Happened?



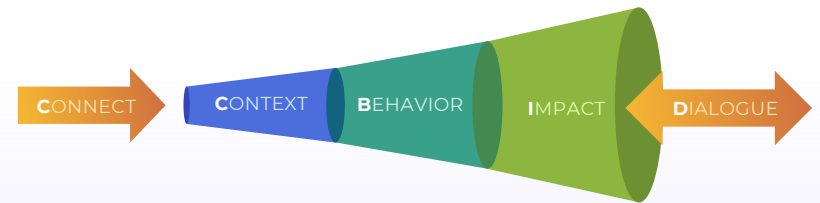
What did you observe and hear?

Behavior



DESCRIPTIVE/SPECIFIC	JUDGMENT/VAGUE
What happened?	My interpretation; My assumption
What did I see & hear?	My opinion
Verbal & nonverbal communication	General, vague statements
What would a video camera show?	Bias: what should have happened

Behavior



“Why do you insist on always being late for these meetings?”

Avoid Interpretation

VS

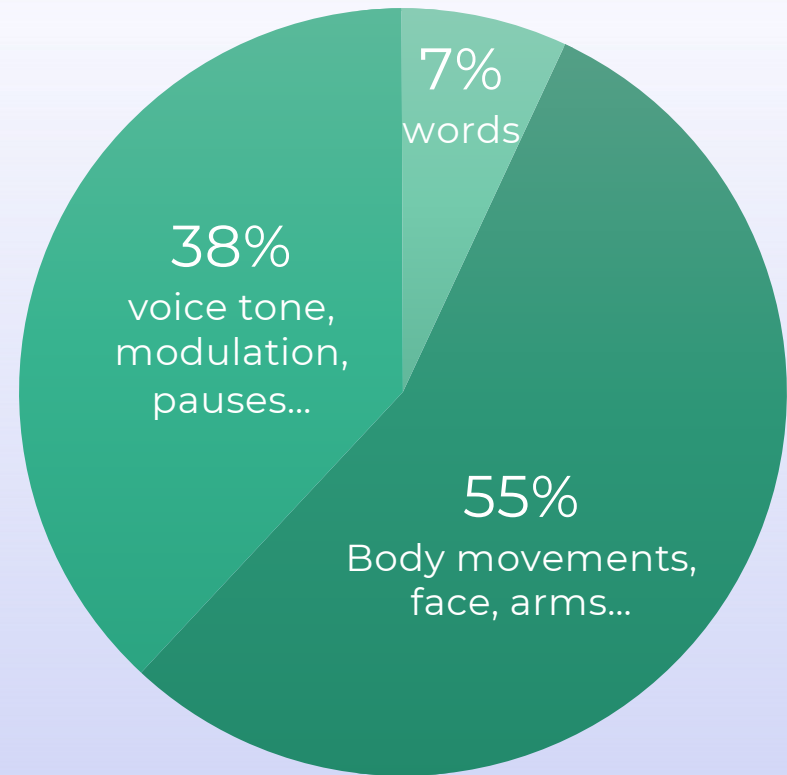
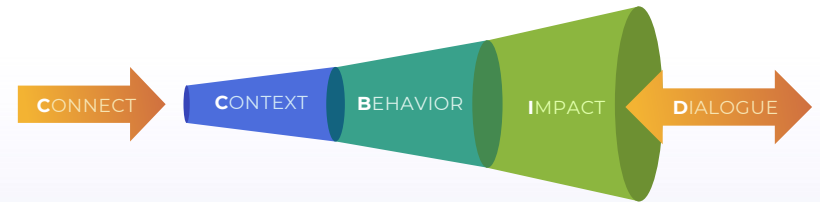
Be descriptive

“This is the 3rd time you’ve been late for case conference this month.”

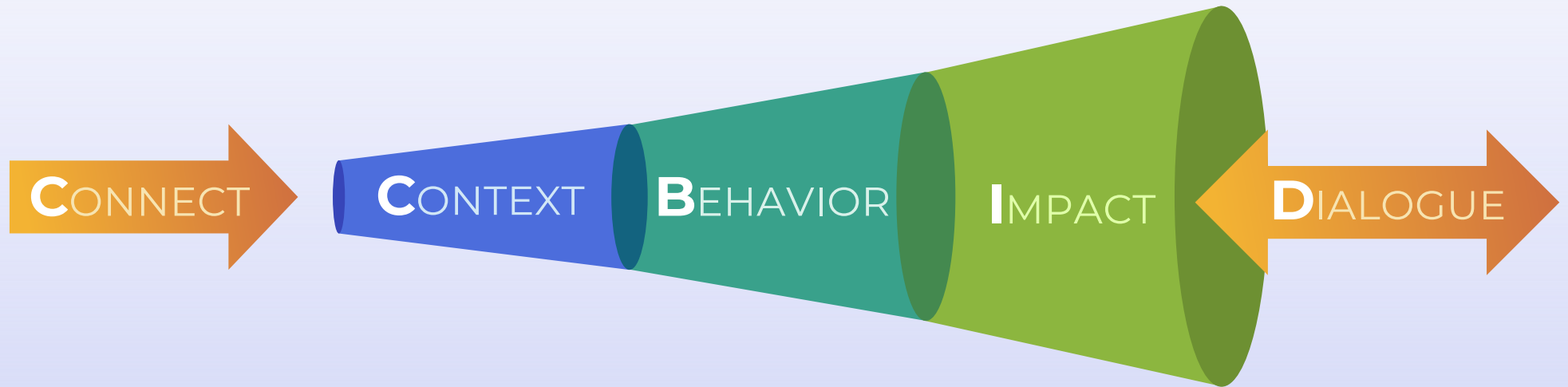
Behavior

Be specific on the
“WHAT” and “HOW”

1. Body language
2. Tone of voice and speaking manner
3. Word choice



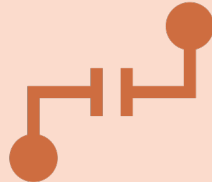
CC-BID: A Model for Sharing Feedback



The Real World: Conflict and Feedback

DISCONNECTION

“...bonding is broken and needs are unmet”

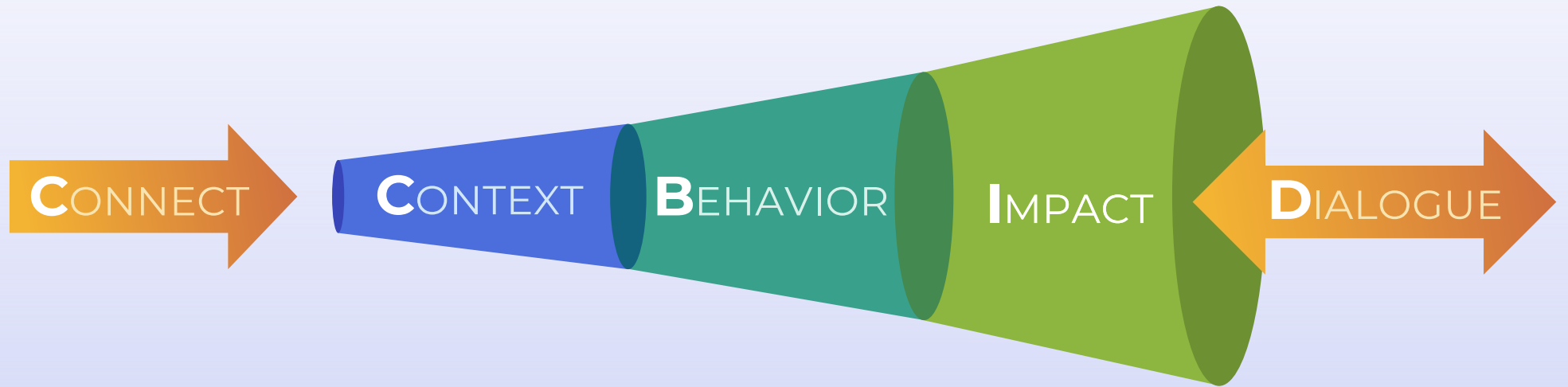


CONNECTION

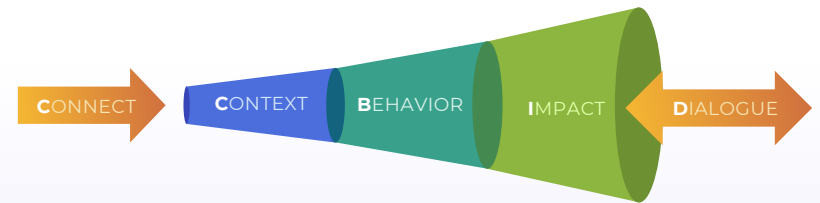
“...process of connecting to share...”



Impact



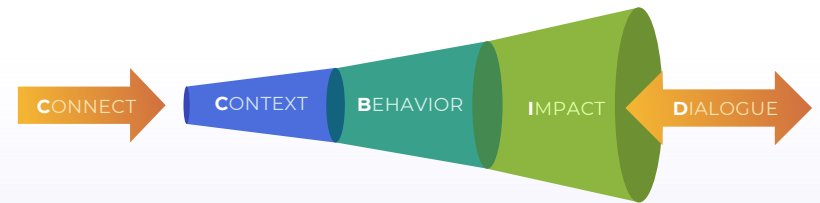
Impact



Discuss the impact of the person's behavior.

*At our meeting this morning, I noticed you roll your eyes when Jan was talking. I saw that Jan noticed this. After the 3rd time you did this, **she stopped saying anything** for the rest of the meeting.*

Impact



State the results of the behavior.

Jan is very knowledgeable about ... I found this behavior to be upsetting.

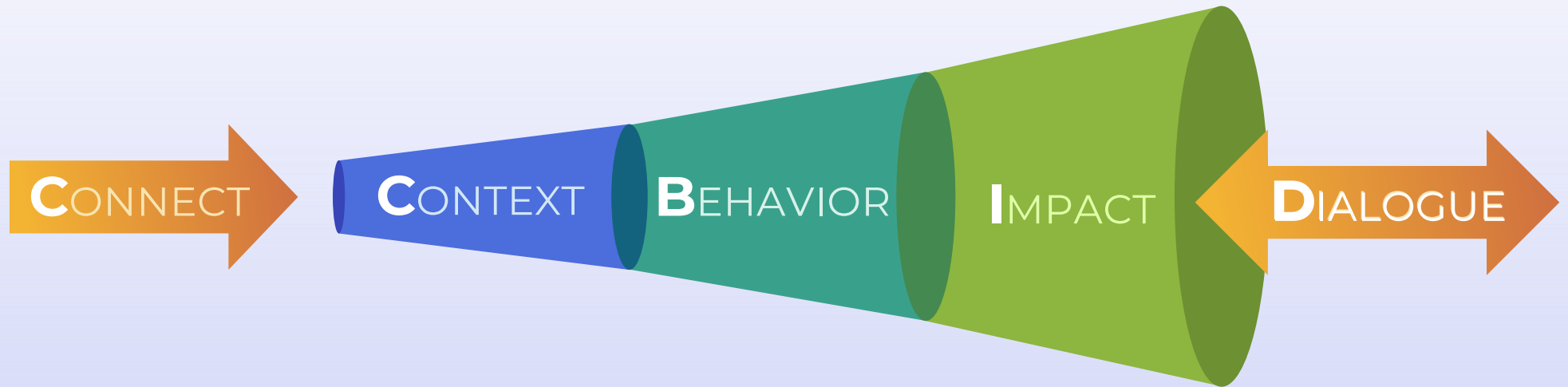
Personal opinion

I was disappointed and embarrassed to see you roll your eyes in front of our colleagues.

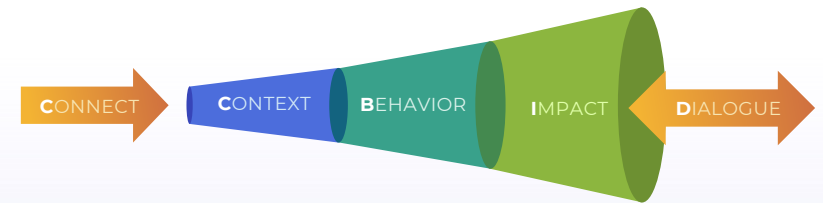
Personal effect

Helping someone see the impact of their behavior is pivotal.

Dialogue



Dialogue

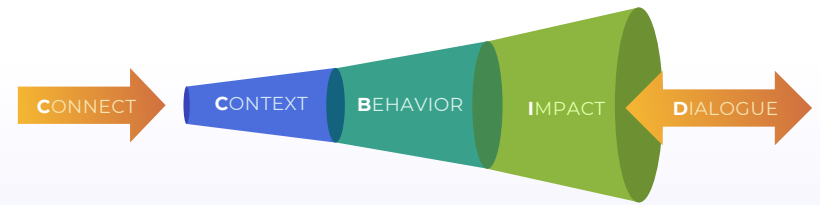


Open dialogue to understand the needs behind the behavior*

*Help me understand
what might have been
going on for you?*

*Assumption: All behavior is an attempt to meet needs

Dialogue



Tools for opening up the dialogue

- Nonverbal eye contact, open posture, voice tone, etc.
- Open-ended “What”, “Tell me”, “How”, etc.
- Reflective listening “I get that you’re frustrated...”
- Empathy “I didn’t realize how hard this change has been.
- Clarify “How can I support you in making this change?”
- “I” statements: “I’ve noticed”, “I’m concerned that...”

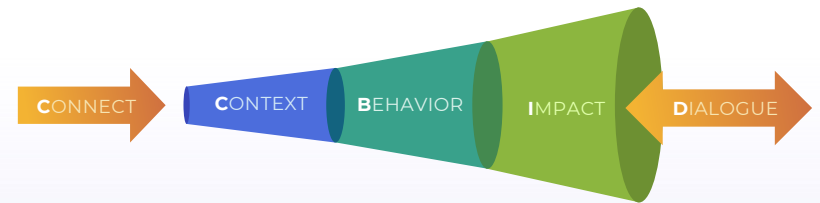
Reflective Listening

- Reflective listening lets people know that we hear them and that we understand.
- Reflective listening requires that we:
 - be present
 - listen carefully
 - drop our agenda
 - not make assumptions
 - not attempt to influence at this moment

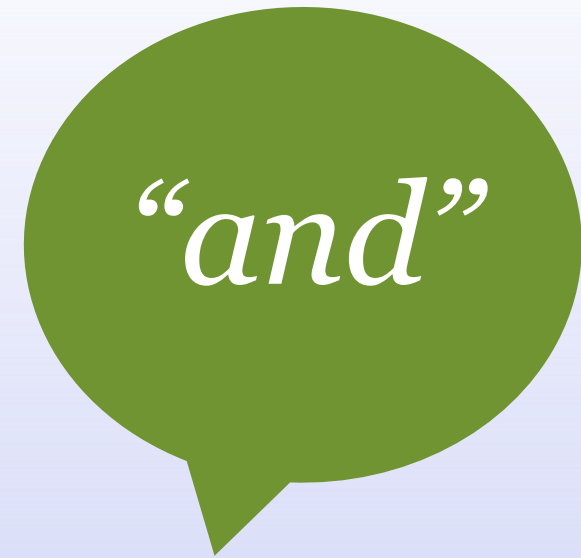
(Miller & Rollnick, 2012; Braillon & Taiebi, 2020)



Dialogue

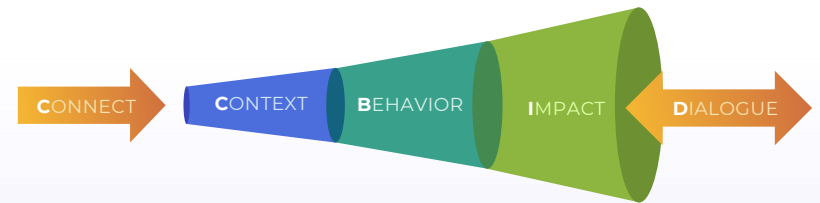


Replace
with



where both views are
acknowledged

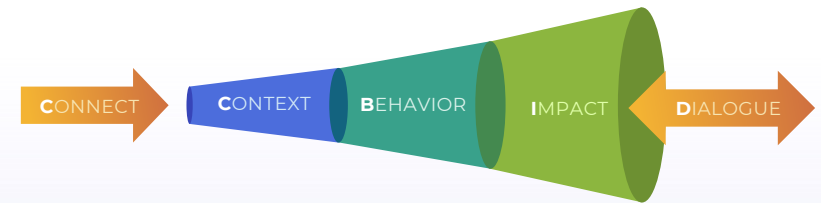
Dialogue



Next Steps

- Remember: everyone processes information differently
- Ask before advising
- Explore options and resources together to meet needs
- Offer suggestions
- Agree to action plan
- Express appreciation for time & commitment to change

CC-BID to Share Appreciation



CONNECT & CONTEXT

If it's okay, I wanted to talk with you about the meeting you facilitated this morning.

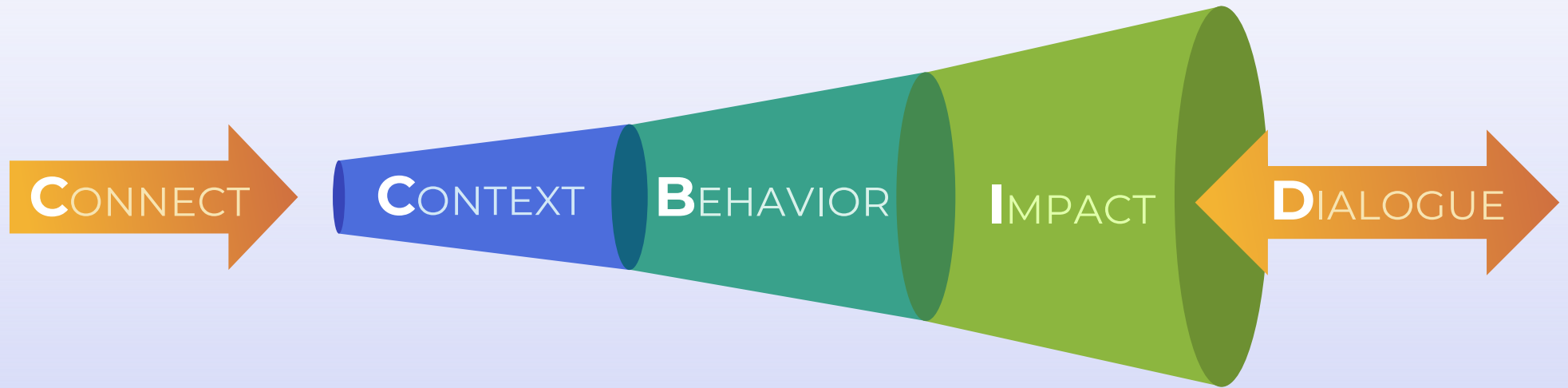
BEHAVIOR

I noticed how you took the time to listen to everyone's point of view, you went around the room and checked in with all of us, and handled the questions calmly and directly, and summarized next steps."

IMPACT

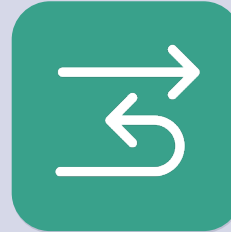
Leading a discussion where many divergent opinions are expressed can be challenging. I felt comfortable sharing my opinion and I heard the same reaction from others at the meeting.

CC-BID: A Model for Sharing Feedback



Feedback-seeking Culture

Model openness and balanced feedback



Embed feedback implicitly and explicitly

Emphasize the value of feedback



Clarity of goals and expectations

(Adapted from Motley & Dolansky, 2015; Evans & Dobrosielska, 2021)

Conflict Management



CONFLICT

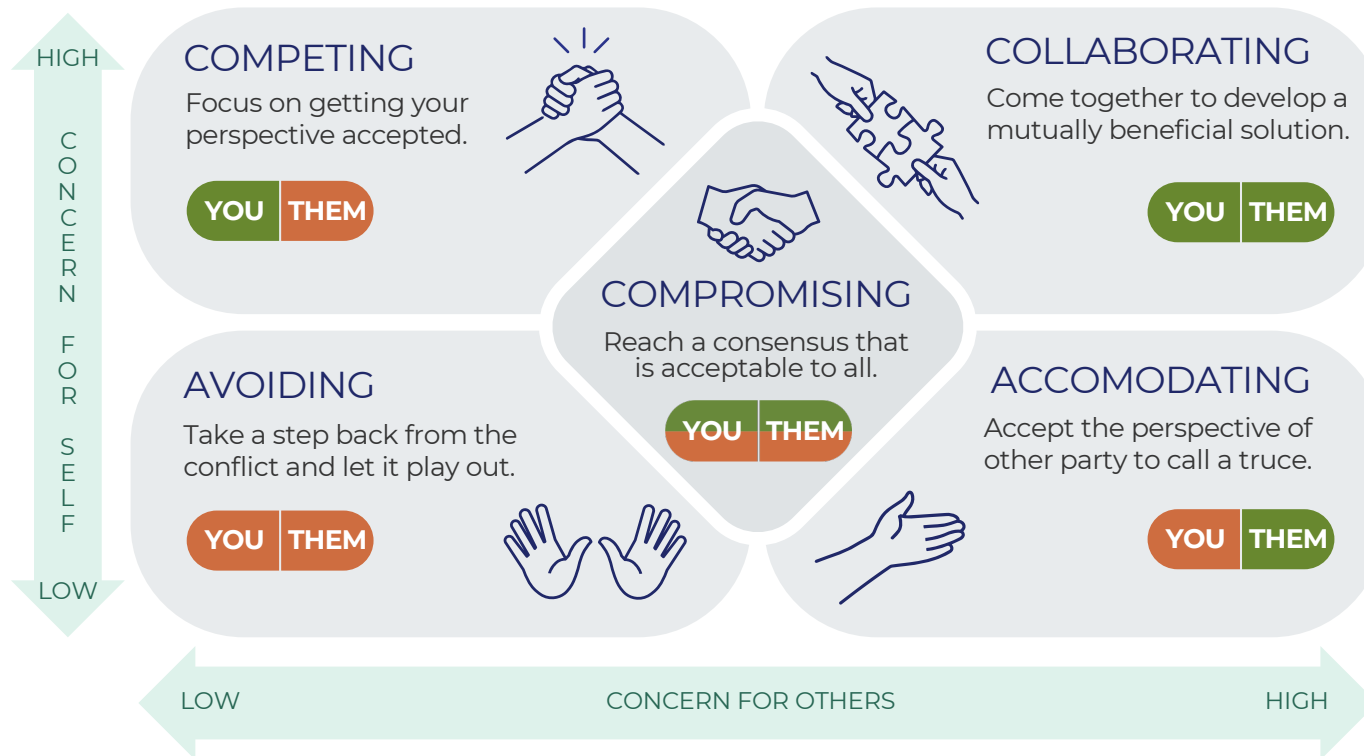
“...a difference between two or more persons or groups characterized by tension, emotion, disagreement, and polarization when bonding is broken... and needs are unmet.

Adapted from G. Kohlrieser
Hostage at the Table

Cycle of Conflict

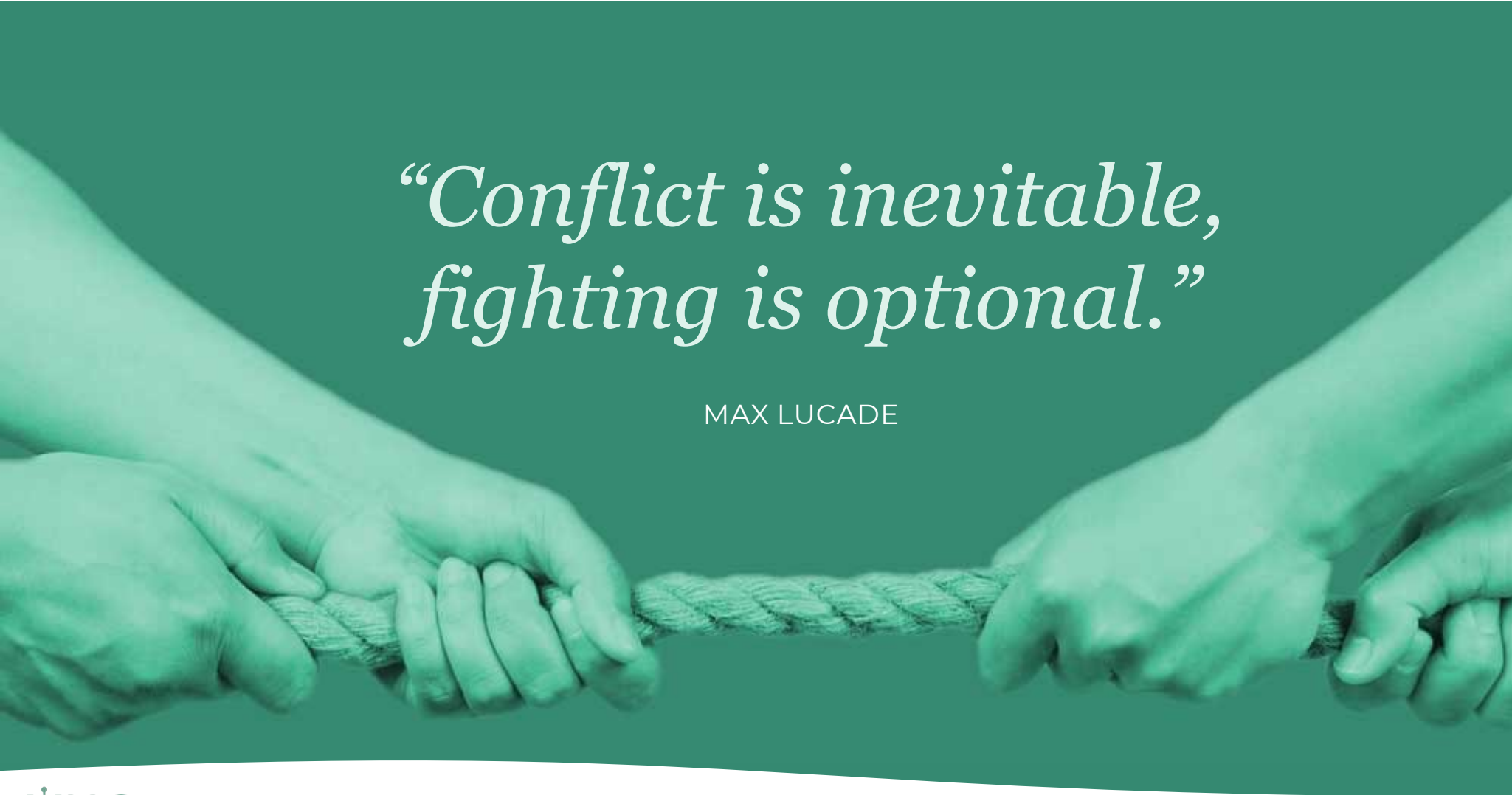


Conflict Preferences



Beliefs,
Preferences,
and Values
About
Conflict

Thomas-Kilmann
Conflict Model
(adapted)

A teal-tinted photograph of two hands pulling on a thick rope, set against a solid teal background. The hands are positioned on the left and right sides of the frame, with the rope running horizontally between them. The lighting is soft, highlighting the texture of the rope and the skin of the hands.

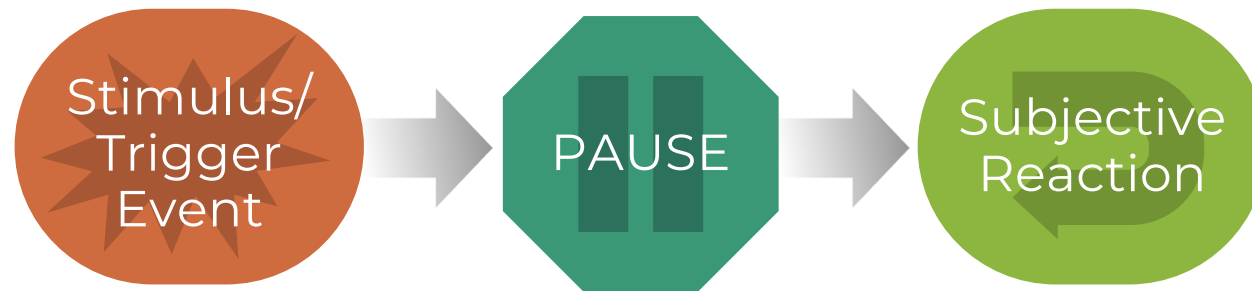
*“Conflict is inevitable,
fighting is optional.”*

MAX LUCADE

Cycle of Conflict



The space between stimulus and response



*“Between stimulus and response there is a space.
In that space is our power to choose our response.
In our response lies our growth and freedom.”*

VICTOR FRANKL, AUSCHWITZ SURVIVOR

Observations

What
Happened?

What is the CAUSE of the conflict?

- What are the facts?
- What would a video capture?
- No judgements



HOW MUCH
CONTROL
YOU HAVE

THEIR
ACTIONS

YOUR
RESPONSE

“The story I am telling myself”

- Our “story” is our interpretation of the situation and how we feel as a result
- Origin of our feelings

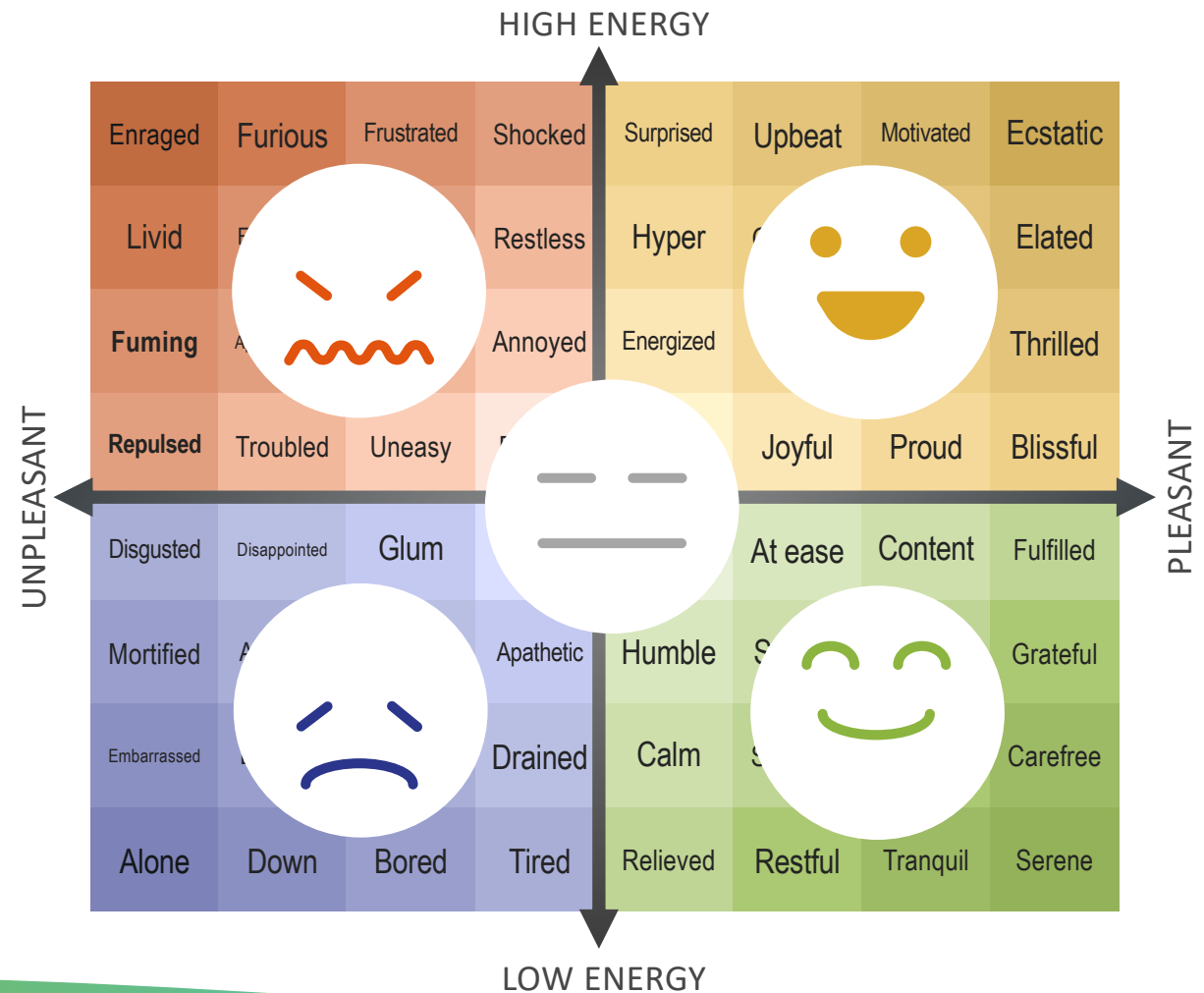


Cycle of Conflict



Emotional Intelligence Spectrum of Feelings

- Improve Self-Awareness
- Relationship with Others



Talking about feelings

Identify
Feelings

- Subjective
- Valid
- Physical cues
- Specific sensation

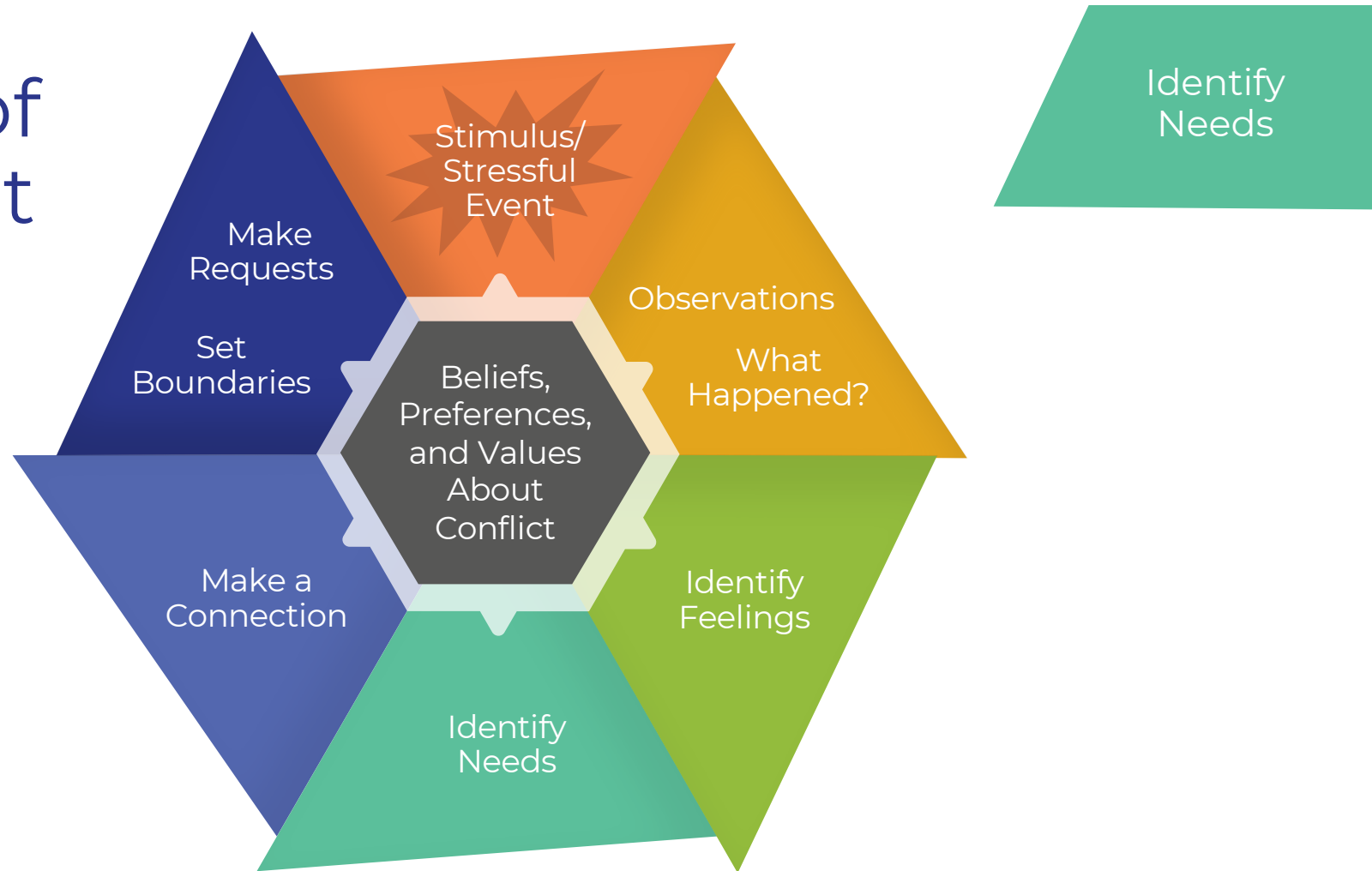
“A common confusion, generated by the English language is our use of the word feel without expressing a feeling.”

MARSHALL ROSENBERG

Nonviolent Communication A Language of Life

“I feel like you are ignoring me.”

Cycle of Conflict



What are needs?

- Conditions required to thrive.
- Synonymous with **value** or **something that matters**.
- Physiological or psychological survival needs
- Everything else

movement/exercise

appreciation

empathy

validation

connection

air

interdependence

community

beauty

food

touch

acceptance

relaxation

collaboration

peace

grief

safety

dreams

freedom

rest

stimulation

expression

sexual expression

shelter

honesty

inspiration

comfort

fun

respect

water

equality

support

inclusion

solitude

consistency

autonomy

trust

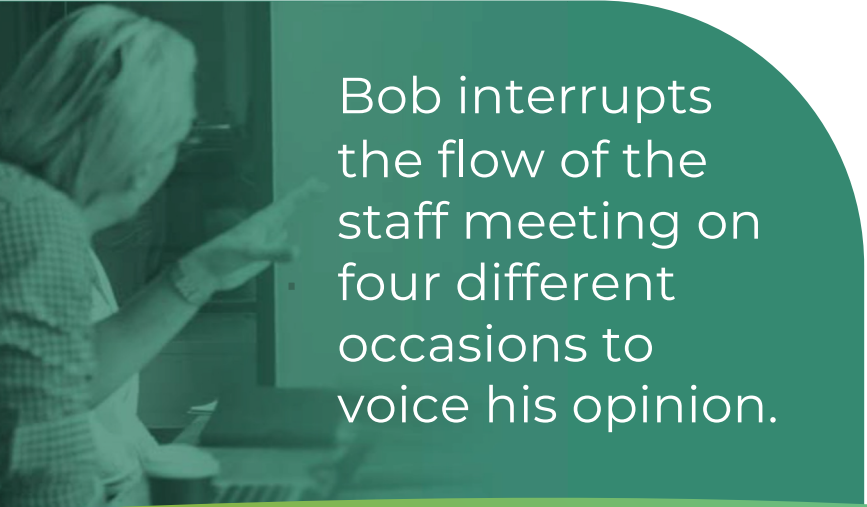
laughter

self-worth

purpose

When strategies and efforts to meet needs clash

- We ALL have universal human needs
- Everything we do or say is a strategy to meet these needs

A photograph of a person, Bob, interrupting a staff meeting. The image is overlaid with a green semi-transparent box containing text. Bob is pointing at a screen or document during a meeting.

Bob interrupts the flow of the staff meeting on four different occasions to voice his opinion.

- What might his underlying need be?
- How might his unconscious strategy effect others' behaviors or response?
- How might his strategy change if he consciously took a "pause"?



Identify Needs

“I want to be involved in this meeting”.

- Expresses a strategy
- While the underlying need might be for inclusion, cooperation, or ???

Anger iceberg

Identify
Needs

ANGER
is a warning flag

scared
hurt
trauma
nervous
shame
lonely
stress
depression
embarrassed
guilty
insecure
rejected
helpless
tired
grief
envy

Cycle of Conflict



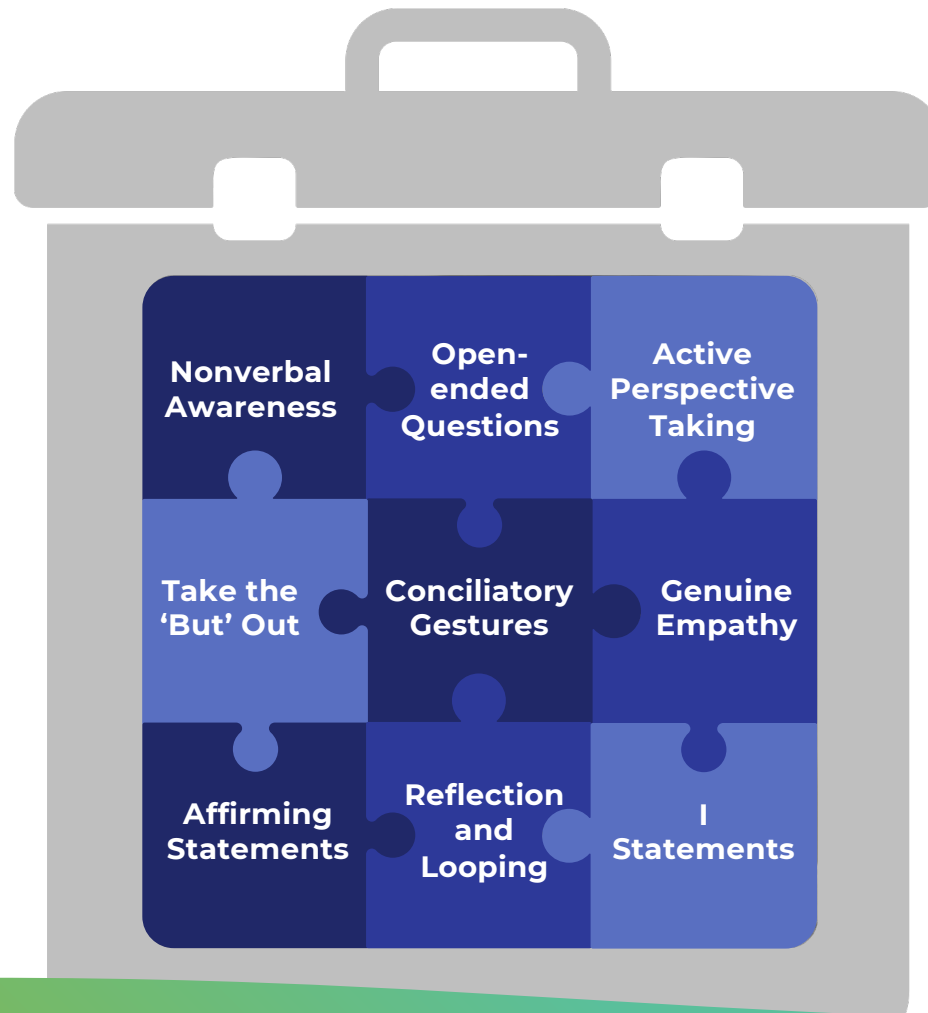
Stop and Ask Yourself

Make a
Connection

- ✓ Do I think this conflict is actually a big deal?
- ✓ Do I WANT to manage it?
- ✓ If yes, it requires
 - Curiosity about the other perspective
 - Authenticity
 - MAKING A CONNECTION



Conflict Connection Tools



Make a
Connection

Perspective Taking (Internally)

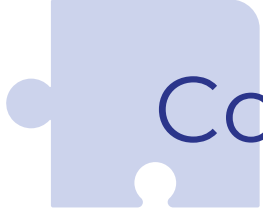
- Perspective means to see or understand something
- We don't always see or perceive things in the same way
- MRI – most reasonable interpretation
- RULE OF 6



Empathy

- Stepping in someone else's shoes
- Why is empathy so important?
 - Helps people feel heard and understood, and lowers defensiveness





Conciliatory Gestures

What does it look or sound like?

- > Apologizing – being accountable
 - “Whoops. That was me. I didn’t know switching times would create such confusion. I’m sorry I didn’t check before I made that change.”**
- > Wishes
 - “I wish things were different”**
- > Conceding
 - “OK. I see what you mean. I hadn’t thought of it that way.”**
- > Initiating win-win approach
 - “I’d like to resolve this so we’re both satisfied. I think we can. What are your initial thoughts about how we might do this?”**

Affirming Statements

Noticing and amplifying a person's strengths:

*I really
appreciate
your honesty
about this.*

*I'm impressed
that you came
today, with
everything that
is going on.*

*I can hear how
much you care
about [your
students, the
patients, etc]*

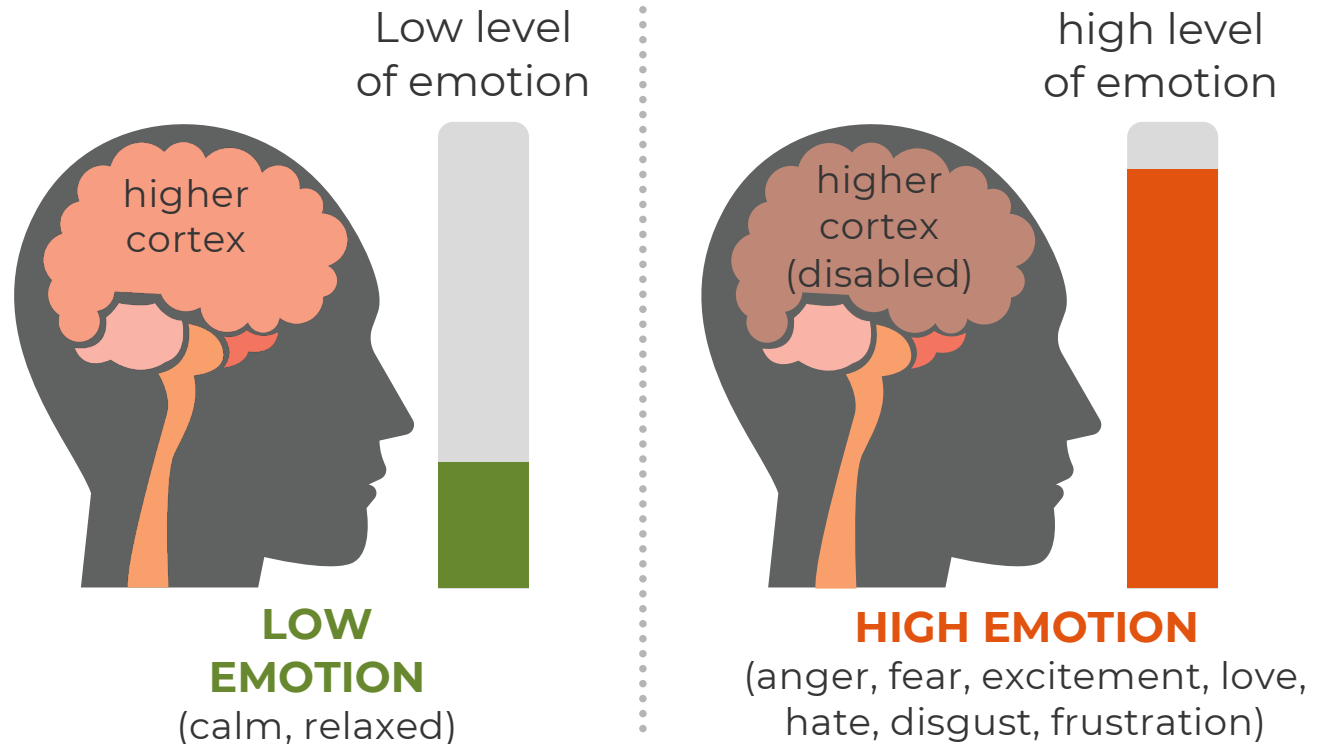
Cycle of Conflict



Highly Emotionally Charged Conflict

It is almost impossible to reason with someone who is angry or agitated.

Requests and
Boundary
Setting



Highly Emotionally Charged Conflict

- Take a break
- If you have already gone into 'fight' mode, stop

*You know what, I need
a moment to cool
down and come back
to this conversation.”*

or

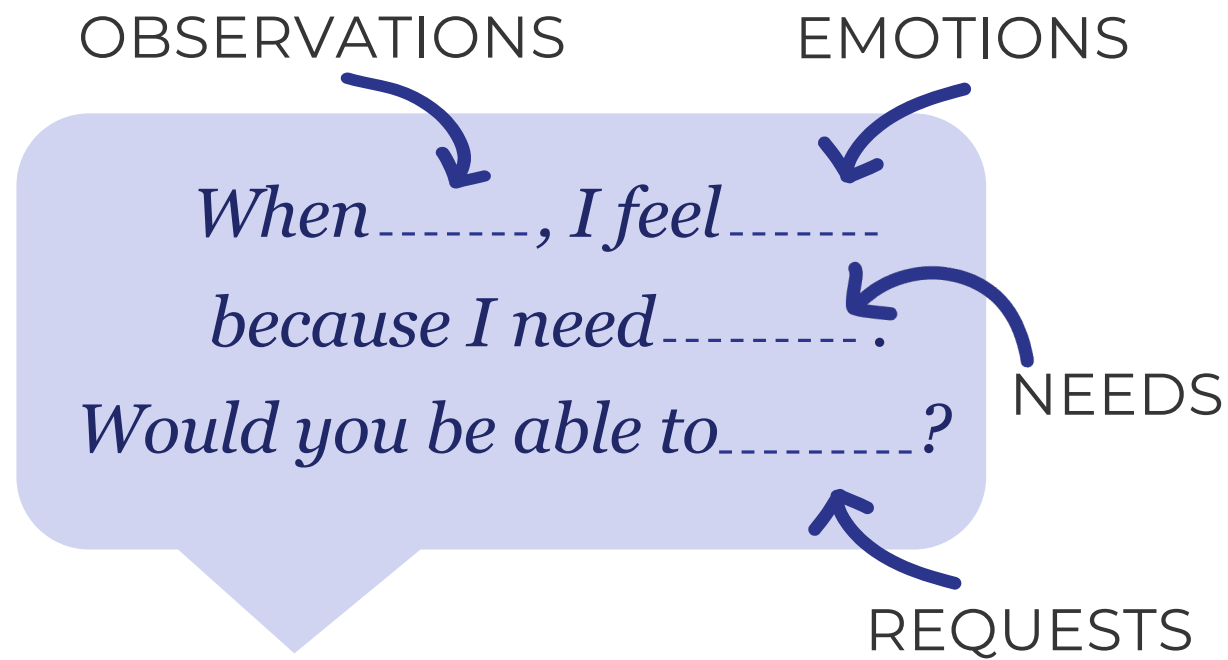
*I really want to solve
this. And, I'm not
ready to do that right
now. Let's talk about it
[tomorrow, etc].*

Making a Request Guidelines

- ✓ Specific, not general
- ✓ Ask for something the other person could do or say
- ✓ Use positive language (“I would like” vs “I don’t want”)
- ✓ Open ended—not attached to outcome
- ✓ Right of refusal
- ✓ Invitation for other person to share honestly
- ✓ Win-Win

“I” Statements, Feelings, and Needs

Requests and
Boundary
Setting



Cycle of Conflict



Observation Exercise

Observations

What
Happened?

What did you
observe and
hear?



Cycle of Conflict

