I WAS THINKING IT... BUT I DIDN’T SAY IT.

The Importance of Feedback

- Catalyst for effective leadership
- Necessary for performance enhancement and systems improvement
- Cornerstone for individual and organizational change
- Without feedback, a pathway for improvement cannot be identified

An Example of Feedback

Seriously, Mom? Like, right NOW? Did you seriously wait till this last minute to test this?

Jianna, I can’t believe you! You said you’d do the video for me and make sure it worked for me as soon as I leave for this session. I trusted you to do this. AND you didn’t. Typical.
Mom, this is already embarrassing. You are the expert here. I’m SO out of here.

Really? REALLY?!
Oh boy. Thanks a lot, Jianna. I guess I’ll just wing it.

Feedback? Uh oh. Maybe she’ll give me some money if I do it.

Why does everyone think that “FEEDBACK” = Being Mean?

No, you’re trying to blame me.

Such a typical kid thing. I guess I’m just going to have to spell it out for you.
THE TYPICAL CONVERSATION PROBLEMATIZED

- The Trigger Word: “feedback” = being mean
- Nonjudgmental
  - It’s not really nonjudgmental
  - Your feelings leak
  - Your judgment is important
  - Sends the wrong message
- Judgmental
  - Risk to the relationship
  - Organizational cost
- I am right; you are wrong and I’m going to get you to do the right thing as defined by me.

TO GIVE EFFECTIVE FEEDBACK

- The Trigger Word: “feedback” = being mean
- Nice is not nice
- Nonjudgmental
  - You have to be internally curious
- Your feelings leak
  - Your judgment is important
  - Sends the wrong message
- Judgmental
  - Risk to the relationship
  - Organizational cost
- I am right; you are wrong and I’m going to get you to do the right thing as defined by me.
- You are in a better position to be effective in leadership when you are in a stance where you are okay being wrong.

A COMMUNICATION TOOL: FEEDBACK WITH GOOD JUDGMENT

The Heart of the Matter

Frames → Actions → Results

- Assumptions
- Feelings
- Goals
- Rules
- Knowledge Base
- Situation Awareness
- Influence of Context
To help improve or sustain performance...

- **DOES** share observations, opinions, judgments based on expertise
- **DOES NOT** assume a stance of certainty and righteousness
- **DOES** use curiosity, respect, (and your own unique style) to explore the basis of performance

### Take Aways?

- There must be another reason other than time. I wonder what that is.
- I see that you are very active in the NLN and Regional Nursing Accreditation, as well as a number of hospital committees.
- It would be really great to have you and your knowledge in the PNAA and would also tie into your work with cultural nursing in most of your committees.

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- Feedback is a responsibility of leadership.
- We don't give feedback enough because many things get in the way:
  - Being nice is not being nice enough because many things get in the way.
  - Our feelings leak
  - The relationship matters
- It is okay to be wrong
- But HOW do we do this? Answer: Feedback with Good Judgment
- True personal leadership

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**FEEDBACK WITH GOOD JUDGMENT**

1. **Reset & Get Curious**
   - This would be another reason other than time.

2. **Give Feedback and Explore**
   - I see...
   - I think...
   - I wonder...

3. **Joint Understanding and Problem-solve together**
   - CONFIRM — I want to make sure I understand everything you're saying. Can I try to summarize and you can tell me if I should have heard something different?
   - GENERALIZE — Oh, that would make sense. Is there anything I can do to help you figure out how to do it all or figure out which to do?

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**ANATOMY OF FEEDBACK WITH GOOD JUDGMENT**

1. **Reset & Get Curious**
2. **Give Feedback and Explore**
3. **Joint Understanding and Problem-solve together**

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**TAKE AWAYS?**

- What one thing will you try when giving feedback on feedback?

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**FEEDBACK WITH GOOD JUDGMENT**

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QUESTIONS?

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