

Team Communication & Effectively Delivering Positive & Constructive Feedback



Climate Factors:

Defensive Climate Factors:



- Evaluation (judging) - implied (expression, speech, tone, etc.)
- Control - evokes resistance (perception of implied inadequacy)
- Superiority – evokes an unwillingness to cooperate.
- Manipulation - causes feelings of resentment.

Supportive Climate Factors:



- Description – Give adequate information.
- Problem orientation - show sincere desire to collaborate
- Empathy – Problem identification.
- Equality - defensiveness reduced.
- Provisionalism - Willingness to be flexible/seek compromises.
- The ‘Sandwich’ approach

Mental Triggers and How They Could Make You the Best Communicator.

1. Eye contact and smile. (nv)
2. Attention/Listening.(nv)
3. Reciprocation.(v and nv)
4. Yes, and....(v)
5. Reflective speech.(v)

Examples of Individual Communications

One Way Communication - Sending **or** receiving messages



Two Way Communication - Sending and receiving messages & feedback



Two way communication can be “true” or “apparent”

“True” two way communication exists when the sender and receiver understand and acknowledge the message being communicated.

“Apparent” communication exists when both sender and receiver assume they understand and acknowledge the message being communicated.

Two Basic Feedback Models:

Positive Feedback



- Identify the behavior (what the person says or does)
- State the value, impact, significance
- Check understanding
- Express appreciation

Constructive Feedback



- Set the climate.
- Set expectations.
- Identify the behavior (what the person says or does.)
- State the value, impact, significance.
- Balance the “content” and “approach.”
- Check understanding - deal with resistance.
- Mutually develop an action plan for change.
- Check for agreement and understanding.
- Express appreciation.

Giving Constructive Feedback

Feedback:

Should be given in ways which recognize and reinforce positive individual and team behaviors.

Should be “balanced” & “fair” (e.g., positive vs. negative, “strengths” vs. “opportunities for improvements”)

Must be directed toward behaviors vs. the individual’s dignity

Should preserve and reinforce value for the individual

Should reflect balance between directness/clarity and consideration of the impact on the relationship (i.e., reflect “maturity - the balance between courage and consideration”)

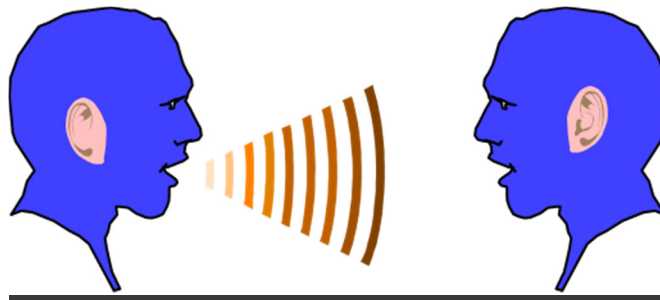
Should be descriptive, not evaluative or judgmental.

Should be specific, not general.

Should be timely.

Should include checks to ensure clarity and understanding.

Constructively Receiving Feedback



Prepare yourself to “listen” and choose your response, not react “defensively”

“Listen” rather than trying to “defend” your actions or point of view.

Ask questions for clarification and understanding.

Rephrase what came through to ensure clarity.

Express appreciation / show value for the feedback.

Exercise #1: Feedback

Objective: To encourage people to give feedback.

Instructions: Split up into pairs.

Each person should write 4-5 things they've noticed about their partner.

Discussion should follow with each person constructively presenting feedback to their partner.

After everyone has finished, discuss as a group learnings from this exercise.

- 1.)

- 2.)

- 3.)

- 4.)

- 5.)

Active Listening Guidelines

- Look at the person and show interest.
- Take short notes if the message is long. Do not lose eye contact for more than a few seconds.
- Acknowledge understanding through supporting verbal comments or non-verbal signs, like head nods.
- Ask for elaboration or clarification, if appropriate.
- Confirm understanding by summarizing or paraphrasing the speaker's main points.

Exercise #2: Listening

Objective: For participants to practice effective listening skills.

Instructions: Using the worksheet, have people remain in their pairs & ask each of the 5 questions listed to each other. Then repeat the answers to those questions back to their partners.

Discuss how well everyone did in answering the questions.

- 1.) How many siblings do you have?
- 2.) What's your favorite color?
- 3.) What was the color of your 1st car?
- 4.) What year did you graduate highschool?
- 5.) What's your favorite movie?

Exercise #3: Listening

Objective: To practice active listening skills.

Instructions: Split into pairs. The first person should state a sentence, then the next person should follow it with a sentence using the last letter of the last word in the sentence of the first person. Take turns going back and forth, three times.

Discuss as a group what you learned from this exercise