

## Giving & Receiving Feedback

### RESOURCES

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#### BOOKS

- *Coaching Skills for Nonprofit Managers and Leaders* by Judith Wilson and Michelle Gislason
- *Thanks for the Feedback: The Science and Art of Receiving Feedback Well* by Douglas Stone and Sheila Heen
- *Quiet Leadership: Six Steps to Transforming Performance at Work* by David Rock

#### ARTICLES

- *The Key to Giving and Receiving Negative Feedback* by Joseph Grenny; August 06, 2015; Harvard Business Review.
- *The Questions Good Coaches Ask* by Amy Jen Su; December 12, 2014; Harvard Business Review.
- *Giving Feedback: Keeping Team Member Performance High, and Well-Integrated* by the MindTools Editorial Team (see MindTools website: [https://www.mindtools.com/pages/article/newTMM\\_98.htm](https://www.mindtools.com/pages/article/newTMM_98.htm))
- *Giving a High Performer Productive Feedback* by Amy Gallo; December 03, 2009; Harvard Business Review.
- *Test Yourself for Hidden Bias* - primer on implicit bias from the Teaching Tolerance website, including links to the **Implicit Association Tests** at Project Implicit (see Teaching Tolerance website: <http://www.tolerance.org/Hidden-bias>)

#### WEBSITES & ORGANIZATIONS

- *CompassPoint Nonprofit Svc.* (<https://www.compasspoint.org/>) - Clearinghouse of resources and trainings focused on nonprofits (including author Judith Wilson's trainings re: coaching skills.)
- *Quiet Revolution* (<http://www.quietrev.com/>) - Nice collection of articles & stories re: the strengths of introverts.
- *InsideOut Development* (<http://www.insideoutdev.com/>) - Coaching and training program focused on GROW Model; website includes relevant articles via their blog Pivot Point.
- *NeuroLeadership Institute* (<https://neuroleadership.com/>) - Resources and information emphasizing the connection between brain science and staff performance.
- Personality Types & Strengths Assessments:
  - <http://www.myersbriggs.org/>
  - <http://www.keirsey.com/>
  - <http://www.strengthstest.com/>
  - <http://dependablestrengths.org/>

## Giving & Receiving Feedback

### APPRECIATIVE FEEDBACK PREPARATION

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What did you actually observe?

- *Tip: keep asking yourself this question until you feel confident that you can describe the events or behaviors without adding any value or meaning...just the facts as though recorded by video camera!!*

When did you see that happen?

What were the impacts of what you saw, and what did it mean to you or other people?

- *Tip: be prepared to back up your interpretation...especially when describing the impact on other people (How do you know what it meant to the team? Did you hear/see someone respond?)*

What will you include in your personal statement of gratitude or appreciation?

- *Tip: the "why" can be tricky since it's filled with subjective meaning but this is a place where you can reinforce the culture you're trying to build...why are you grateful?*

If you will offer coaching and/or develop an action plan after the feedback (to boost strengths, actions, or behaviors), what questions will you ask the person being coached?

- *Tip: if appropriate, document both the gratitude and any plans for the future...you may want this for the annual performance review process.*

Parts of this worksheet has been adapted from [Coaching Skills for Nonprofit Managers and Leaders: Developing People to Achieve Your Mission](#) by Judith Wilson and Michelle Gislason.

## Giving & Receiving Feedback

### DEVELOPMENTAL FEEDBACK PREPARATION

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What did you actually observe?

- *Tip: keep asking yourself this question until you feel confident that you can describe the events or behaviors without adding any value or meaning...just the facts as though recorded by video camera!!*

When did you see that happen?

What was the meaning to you or others? What are the likely consequences of this behavior?

- *Tip: be prepared to back up your interpretation...especially when describing the impact on other people (How do you know what it meant to the team? Did you hear/see someone respond?)*

What is required in the future? What is your request?

- *Tip: be specific! Behavior can only change if the person knows exactly what they need to focus on.*

How will you both know if progress/growth is being made?

- *Tip: if appropriate, document the future plan of action (and, if necessary, the event that necessitated this coaching conversation)...you may want this for the annual performance review process.*

Which coaching questions will be useful to ask?

This worksheet has been adapted from *Coaching Skills for Nonprofit Managers and Leaders: Developing People to Achieve Your Mission* by Judith Wilson and Michelle Gislason.

Webinar hosted by [Mike Beebe, Leadership for Change Consulting](#)  
and [Stacy L. Holmes, LLC, Career Coaching|Consulting](#). January 27, 2016