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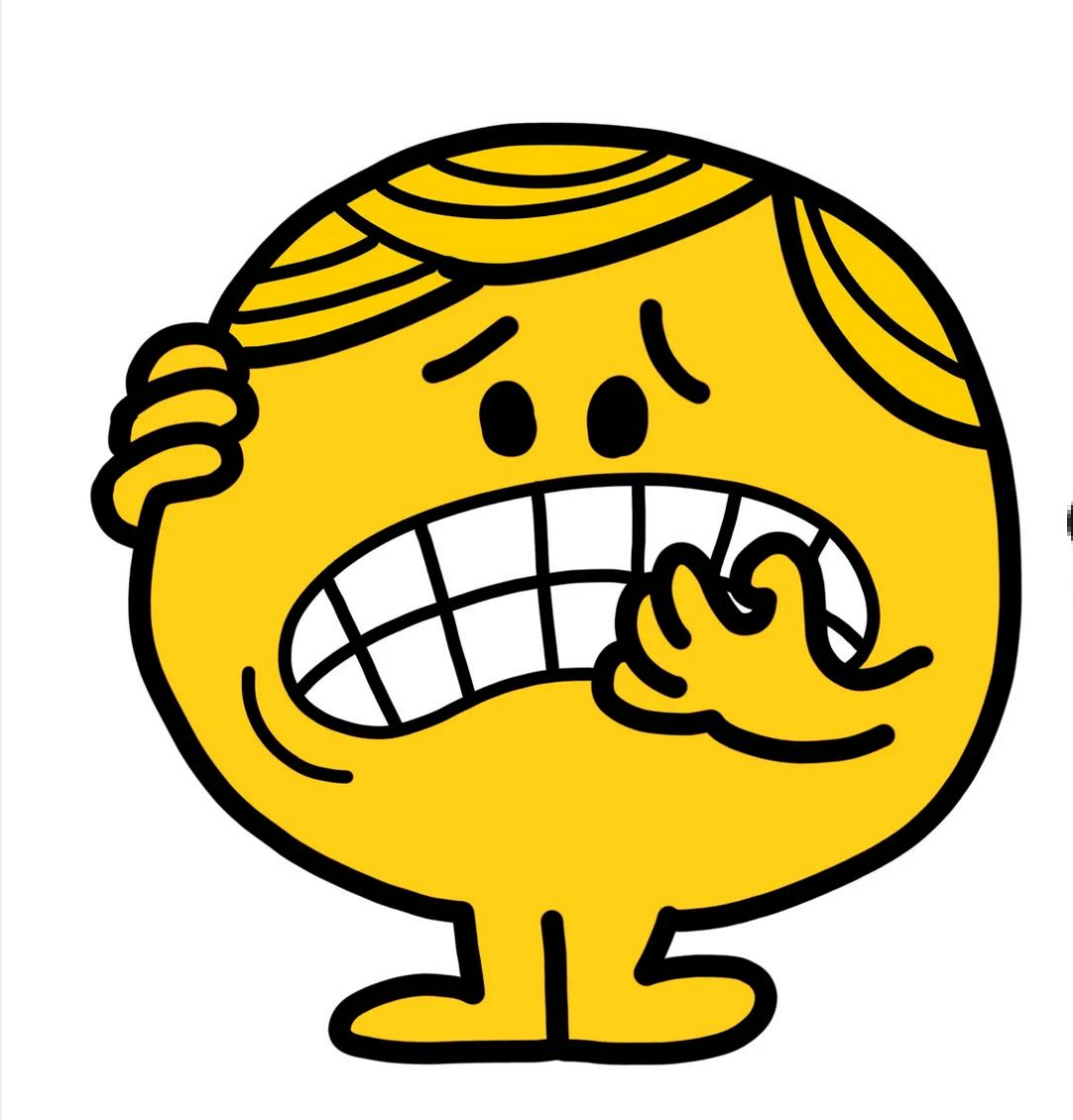
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From Once-a-Year to All-the-Time: Feedback That Works

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If you were talking with a woman and noticed a splotch of red marker on her nose, would you tell her?

- A recent study showed that only **4** out of **212** surveyed would say something!
- What if the stakes are higher?

*“People **overestimate** the negative consequences of giving feedback for themselves, as well as **underestimate** the benefits for the other person. This misunderstanding persists even when the feedback giver and receiver know each other well.”*

- Francesca Gino, the Tandon Family Professor of Business Administration at Harvard Business School

FEEDBACK: Is it better to give than receive?



BOTH!

A Case Against Annual Reviews



The anticipation and pressure of a once-a-year evaluation can lead to anxiety and decreased morale.



The “wait until the review” mindset prevents real-time feedback and continuous improvement.



Inconsistency can damage trust and transparency within the organization and decrease engagement.

Benefits of Continuous Feedback

- 1. Timely feedback:** Regular discussions provide leaders with timely feedback, allowing them to make adjustments and improvements continuously.
- 2. Reduced anxiety:** Frequent, informal check-ins reduce the anxiety associated with annual performance reviews.
- 3. Enhanced engagement:** Leaders feel more engaged and valued when their development is prioritized through regular conversations and personalized support.
- 4. Improved performance:** By focusing on growth and support, leaders are more likely to develop the skills and behaviors needed to excel in their roles.

Better communication and collaboration = Trust

Giving Feedback



- Personal life
 - Sharing what we think about our family's behavior
 - Online reviews
 - Service providers
- Work life
 - Not as natural
 - Want it to be useful
 - Growth-mindset
 - Meaningful

Make it MEANINGFUL

Gallup data show that 80% of employees who say they have received **meaningful** feedback in the past week are fully engaged.

- How?
 - Recognition or appreciation for recent work.
 - Collaboration and relationships.
 - Clarity of work expectations.
 - The length of the conversation.
 - Leader strengths or the things they do well.

The *effective* feedback formula



It can take two forms:

- Reinforcing
- Redirecting

Effective Delivery Techniques

One of the best ways to make your intentions clear when you want to offer guidance to someone is to **state your intention to be helpful before giving them feedback.**



Effective body language enhances your message, making it more impactful and memorable.

- Meaningful eye contact
- Purposeful gestures
- Maintain good posture
- Control your expressions

Tips for Effective Feedback

1. Get clear about how you intend to help
2. Be conscious of timing
3. Prepare, prepare, prepare
4. State your intention to be helpful
5. Provide specific examples from personal experience
6. Finding help is better than offering it yourself
7. Be sincere
8. Make it actionable and future-oriented
9. Feedback is a gift, not a whip or a carrot
10. Share the context



A word (or two) about volunteers

Benefits of recognition and feedback:

- Helps to build trust and rapport.
- Improves their skills and competencies, as you share your insights, tips, and suggestions.
- Motivates and engages others, as you show appreciation, encouragement, and support.
- Shows appreciation and gratitude for volunteers' contributions and achievements.
- Provides opportunities and support for volunteers to learn new skills, take on new challenges.

And...ask them, you can learn a lot from your volunteers' opinions, suggestions, and complaints.

“How am I doing?”

“Did that go well?”



“What could I do differently next time?”

Feedback is a gift that keeps on giving

- **Feedback inspires growth.** You can gain a new perspective on how your behavior impacts those around you.
- **Feedback gives people purpose.** It helps others feel valued by reminding them that what they do matters.
- **Feedback improves overall engagement.** According to many studies, employees are more likely to get involved in the workplace if they give and receive feedback.
- **Feedback helps to build strong relationships.** Communication channels are open when there is giving or receiving peer-to-peer feedback, which can help us to resolve problems before they become unmanageable.

It takes two to make a thing go right...

- Ask the performer what they did well
 - Add what you feel they did well
- Ask the performer what they will do differently next time
 - Add your suggestions for improvement

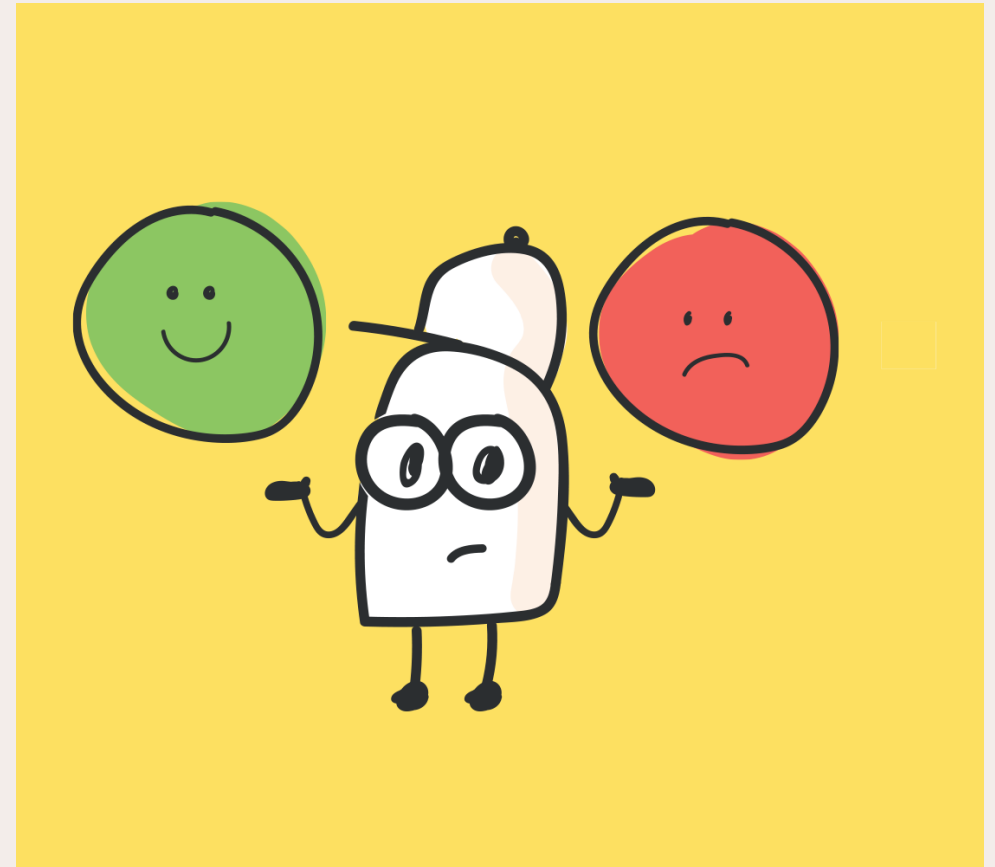
Some Challenges of Feedback

Part-time vs. full-time

Nature of the relationship
(friends, peers, etc.)

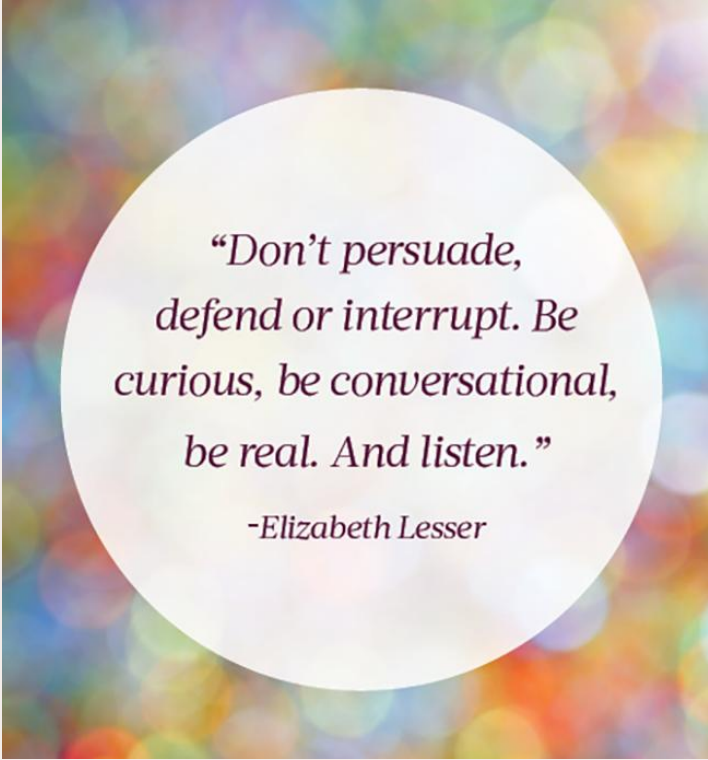
Not receptive or open to
feedback

Balancing positive with negative



How to Receive Feedback

- If you ask for feedback often, it eliminates the surprise when you receive it. You can be more open to using the advice you receive.
- Try to use feedback positively.
 - Think of ways to change your behavior, changes that might lead to better results.
 - If you are unsure of where to start, ask for suggestions.
- Think of feedback as an opportunity to grow rather than as criticism.
 - Growth helps you to improve, advance, and achieve goals.
- Thank the person who offered you feedback. By voicing your appreciation, you show others that YOU welcome feedback.



*“Don’t persuade,
defend or interrupt. Be
curious, be conversational,
be real. And listen.”*

-Elizabeth Lesser

Final Thoughts

- Try to put yourself in the other person's shoes; remember when feedback would have been very helpful for you, like when you were in your first job, or giving your first presentation.
- There are few greater gifts a person can give someone than showing them that you are paying attention to what they are doing and helping them to do it more successfully.
- Even if you are hesitant, take a second to ask yourself if you would want the feedback if you were them. Most likely you would, and this realization can empower you to give better feedback. The other person likely wants it more than you think.





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Thank you!

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Thank you.



https://www.surveymonkey.com/r/Feedback_17APR2025