



"The single biggest problem in communication is the illusion that it has taken place."

George Bernard Shaw

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Showing Appreciation Activity

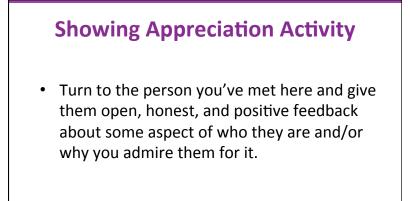
- Pair Up
- If possible, do so with an individual you have spent some time getting to know while you have been here
- Sit together and engage in the following

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Showing Appreciation Activity Debrief

In your role as a Giver:

• What was your initial reaction to engaging in this task? And why?

Showing Appreciation Activity Debrief

In your role as a Listener:

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• How did you feel during and as an outcome of this activity?

Showing Appreciation Activity Debrief

- Please share examples of what was said.
- Were the statements conclusions, behaviors, or both
- Were the emotions expressed or implied?
- Describe your physicality

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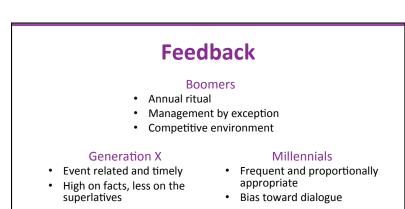
Setting the Stage

- Feedback is a gift
- We are wired to react to negatives
- Friend or foe?

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- Our reactions are unique to who we are (MBTI)
- We need to know our blind spots and their contributions to our overall impression
- Feedback implies there were stated expectations
- Implicit verses explicit generations



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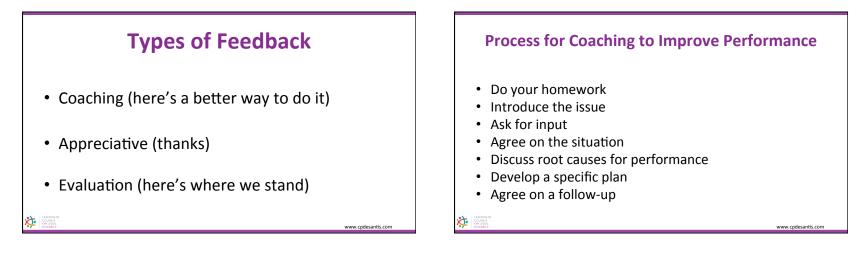
The Why of Feedback The Four Stage Developmental Model: 1. Unconscious Incompetent 2. Conscious Incompetent

- 3. Conscious Competent
- 4. Unconscious Competent

If I were you

- You can focus on fixing your weaknesses or developing your strengths
- If it ain't a fatal flaw then just be competent or delegate it
- It's your bundle of a few strengths that will determine your future success so they should be your focus

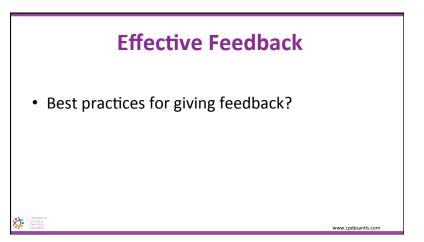
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Expectations and Understanding Why

- They understand your Why (I love what I do because ...)
- They know and understand your Why for them (My goal/job/ desire is to make you a better lawyer)
- You know and appreciate their Why (who do they hope to be/do)
- They know and appreciate the group's Why (the vision and purpose of your team/specialty/firm)
- They explore the How (your responsibilities to each other)
- They understand the What (your expectations of others)

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Giving Effective Feedback

- Timely
- Balanced across performance because we have a whole impression bias
- Accurate, specific and relevant
- Tied to performance issues
- Use "I" statements
- Ask for their perspective, don't interrupt
- Stay focused on one issue at a time
- Keep personality and motive out of it, discuss observable behaviors
- Do not get defensive
- Discuss the importance attached to the feedback

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Common Mistakes

- · Giving feedback when upset or emotional
- Blaming
- Interpreting or making assumptions about motives
- · Getting into their head
- Being too gentle or not direct
- Labeling without explaining what you mean

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Effective Feedback Best practices for receiving feedback? COUNCIL ON LEGAL

Receiving Effective Feedback

- Listen quietly and clarify
- Resist getting defensive or argumentative
- Understand their perspective
- Know it is one person's opinion/perspective
- Summarize situation and discuss alternative behaviors as appropriate
- Remain calm
- Thank them
- · Finally, determine if this is an action item

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Taking It In

How to React:

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- First seek to understand
- Accept we have blind spots
- Separate the relationship from the feedback
- Fit feedback to actual size
- Determine if it is a strength or a weakness issue, if it is a pattern, and then decide if it is important to you to change

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• Move from feedback to creating a plan

Performance and Getting Feedback

Poor Adequate Good Excellent
 Easy "You're Fine" Very Difficult Easy

Query

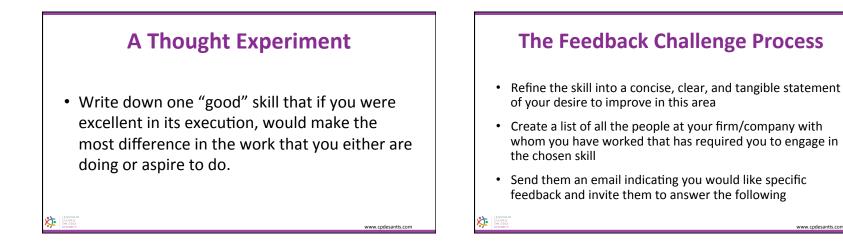
• What's more effective: feedback that is rewarding or feedback that is punishing? Why?

Appreciative Feedback

- 4 to 1 rule
- Do not sandwich or bury your positives
- Don't sand bag or close with required improvements
- Consider the temperament of the giver and receiver and its impact on frequency (MBTI)
- Reinforce positives makes improvement based feedback easier
- Public or private feedback, depends on the individual and the lesson
- Employ eye contact, your Duchenne smile, and say thank you

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The Feedback Challenge Process

Relative to this skill:

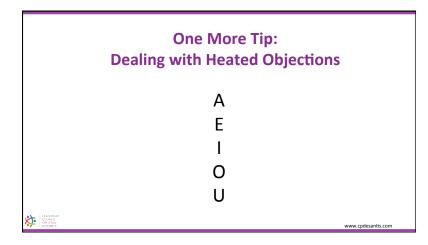
- What do I need to start doing more of?
- What do I need to stop doing?
- What would you have done differently?
- What did I miss?

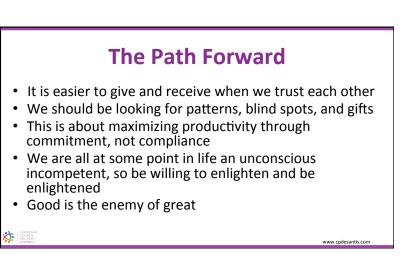
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The Feedback Challenge Process

- Collect the feedback
- Synthesize it and look for patterns
- Send a thank you and a statement of what you will be attempting to do differently going forward
- Ask them to hold you to it
- A year later repeat with another skill development request
- If the overall impression of you is negative this is your shot at redemption







Thanks for Listening Join me on LinkedIn Chris De Santis www.cpdesantis.com chris@cpdesantis.com