Seek
Ask for feedback
- Seek feedback from people other than your manager.
- If you want feedback on a specific activity or behavior, ask for it in advance.
- Frame your request.
  Acknowledge your mistakes or concerns and state how the feedback will help you grow.
- Consider timing. Choose a time that is soon after the situation, which allows for the person’s full attention and give the person time to prepare.

Listen
Understand what was said
- Initially remain silent. Actively listen. Paraphrase. Be attentive to nonverbal as well as verbal feedback.
- Ask for clarification and specifics.

Open
Be open rather than defensive
- Approach feedback with an "I want to learn" attitude. Feedback represents the other person’s experience. It is neither right nor wrong.
- Avoid explaining your behavior. Don’t give causes, reason, or excuses.
- Don’t take it personally. Try to see the feedback from the other person’s point of view. Think of the feedback as a description of your behavior as it affects another person.

Thank
Acknowledge the feedback
- Feedback, whether given effectively or poorly, is a concerted action someone has taken (with some risk) to help you improve.
- Thank the person. Be as specific as you can. Reinforce what was most useful.

Relate
Check the “fit”
- Try to obtain feedback on the same behavior from several people. Does it agree with what you know about yourself? Is there a consistent pattern?
- Relate the feedback to your performance goals to help gauge how important it is.
- You can always decide whether or not to change your behavior. If you ignore the feedback, be clear about the possible consequences.
Responding Effectively to Different Kinds of Feedback

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<th>If Feedback:</th>
<th>Strategy:</th>
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<tr>
<td>• Is flattering</td>
<td>• Accept the feedback graciously. Say “Thank you!”</td>
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<tr>
<td>• Is too vague (“You’re doing a great job. Keep it up.”)</td>
<td>• Ask for feedback on a specific skill or project. (“What in particular do you think I’m doing well?”)</td>
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<td>• Is non-constructive (“I just don’t think you’re cut out to be a manager.”)</td>
<td>• Don’t get defensive. “Unpack” the objection by asking questions to uncover the basis for the opinion. (“What do you think I lack?”)</td>
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<td>• Catches you off guard</td>
<td>• Say, “Oh, that surprises me.” Then ask clarifying questions or ask for time to think it over before discussing.</td>
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<td>• Is something negative that you totally disagree with</td>
<td>• Express your concern and explore the issue. Don’t argue the point. After the discussion, think about how you might change the perception or ask yourself, “How can I learn from this?”</td>
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