

# Welcome!

We'll get started 5 minutes after “start time.”

## In the meantime, please:

- Sign in (*sign-in sheet is on the table at the front*)
- Feel free to grab a snack, use the restroom, or finish up a few last emails
- Prepare to put your phone and laptop away
- **Write down the piece of feedback you want to deliver while you wait**

## At the end of the workshop:

- Record your attendance & share feedback at [go/iamhere](https://go.iamhere)



# Feedback Skills



**YOU can give more effective  
feedback and feel more  
comfortable receiving it**

with a simple framework (*and practice!*)

# Doing this will:

Reduce coworker conflict & frustration

Uncover your colleague's blind spots (and your own!)

Ease discomfort around receiving feedback

# Here's what you'll learn today:

The why  
ongoing &  
check ins

Steps for  
giving  
feedback  
SBID

Steps for  
receiving  
feedback

***But first.*** a few notes to get the most out of today's session.

# Discussion: Your Feedback Experiences

*In Pairs:*

Why is **giving**  
feedback  
difficult?

Think about a  
time you  
appreciated  
**receiving**  
feedback. Why?

**We want to create a feedback culture at Lyft!**

# Start with yourself

When was the last time you asked for feedback?

We're not creating a culture of feedback if we're not **asking for it!**

What is your favorite feedback go-to question? Your favorite structure for feedback? (Write it down!)



But why are we bothering?

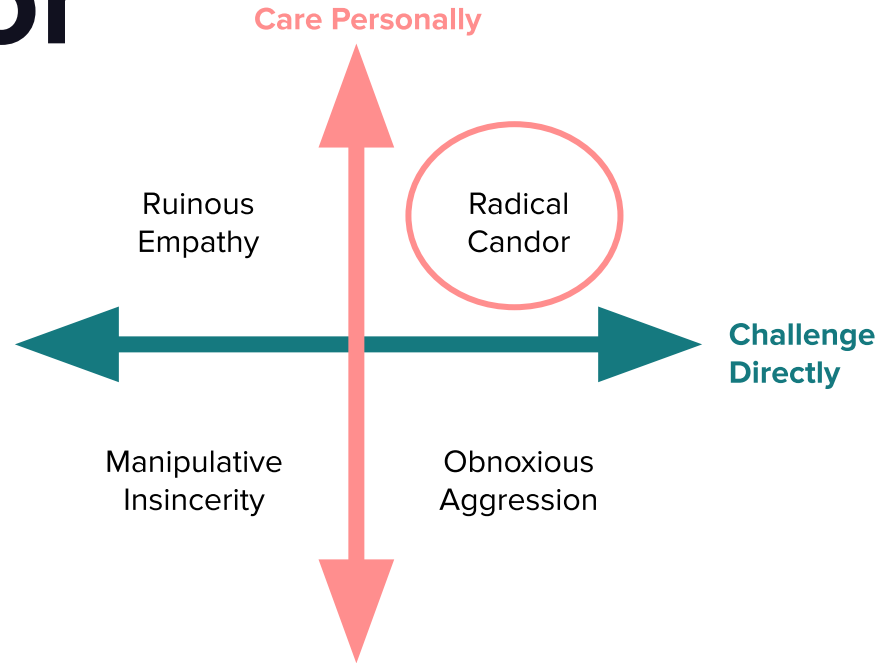
# Radical Candor

*Kim Scott*

**CARE PERSONALLY,**

**CHALLENGE**

**DIRECTLY**





# Keeping the right balance

## The Magic Ratio:

John Gottman's research

5:1



# Watch Out! The Feedback Sandwich

“I can tell how passionate you are about this. It’s been a bit frustrating because your progress has been slow, but I know it’s because you’re a perfectionist and you care, so that’s great.”



## How can you achieve this “balance” & avoid the sandwich?

- During your 1:1s
- Quick, clear feedback via slack
- Set up a coffee chat
- etc.

## Feedback is obviously top of mind with check-ins, but...

- Creating a culture = building in timely, specific feedback **whenever it will serve the person**
- Do not wait for performance review cycles to provide specific feedback!

## **The Why**

Ongoing &  
check ins

**Steps for  
giving  
feedback**  
SBID

**Steps for  
receiving  
feedback**

# SBI - D Model

## Describe the **SITUATION**

- “During yesterday’s meeting
- “Reading through your presentation

**S**

Situation

## Describe the **BEHAVIOR**

- “I observed you...
- “I noticed your data on

**B**

Behavior

## Note the **IMPACT**

...of their behavior on

- Self
- Team
- Organization

**I**

Impact

## Then **DISCUSS**

- Clarify
- Listen to their perspective
- Next Steps

**D**

Discuss

# Situation Deep Dive:

## When is the best time to give feedback?

- ★ Strive to give feedback ASAP (within 48 hours when possible). Don't store it up!
- ★ Give feedback in private
- ★ Don't keep them in suspense ("Hey, can we talk...")

## Open up the conversation & ask for permission

- ★ Make sure they're in the right headspace
- ★ "Hey I've got some feedback to share -- is now a good time to chat?" or "Do you have a moment for some feedback?"



## Quick Tip for Distributed Teams:

### Move from Slack to face-to-face (virtually)

*There is no replacement for a conversation. If things are heating up on slack / email suggest a hangout.*

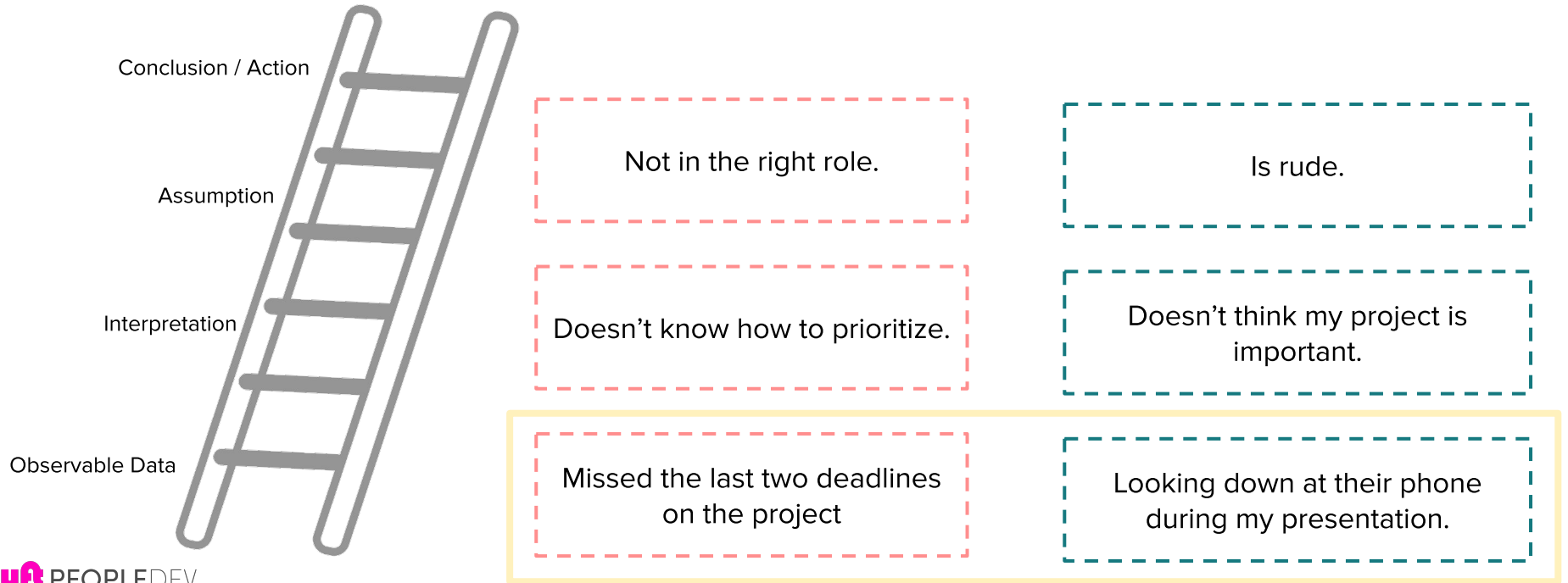
### Proactive 1:1s are even more important to maintain.

*1:1s are the best place to provide regular feedback with those you work most closely with. Preserve it.*



31

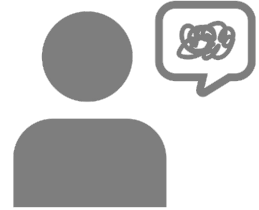
# Behavior Deep Dive: Ladder of Inference



# Behavior Deep Dive: Clean Data

Stick to observable data & avoid any vague language

*Do my words mean different things to different people?*



You're rude!



I noticed you looking at your phone during my presentation.



# Activity: Remove any vague language & Convert the sentences

You're unfriendly.



I noticed you didn't introduce yourself to our new hire.

That email was sloppy.



That email had 3 typos and no formatting.

You always take too long to respond to emails.



It took you 10 days to reply to X's email and our team goal is less than 3.

Your presentation was awesome!



I loved how you used an analogy to make the data more understandable.

# Prepare your scenario (Part 1)

Individually:

**Step 1:** Write down the SITUATION and BEHAVIOR pieces only

**Step 2:** Double check and remove any...

- Vague words
- Exaggerations (i.e. always, never)
- Piled on examples!

# Impact Deep Dive:

## A Few Tips:

Use “I” statements when possible to own the message and avoid triangulation

...because it made the whole team feel uncomfortable

- It made me feel uncomfortable (*own it!*)
- I’m worried it made some team members uncomfortable (*speak from your own perspective*)

Tailor the impact to the recipient and pick the one (or two) that will land best

What do they care about?

- Data? Feelings?

# Discuss Deep Dive:

## Make it a two-way conversation

Check for understanding. Ask clarifying questions to figure out which parts of the picture you may be missing.

- Be ready to listen and ask more questions
- Do this **before** going into solutions mode

Take a break & return if they're not in the right headspace

Come up with your discussion **opener**:



“What’s your thinking on this?” or “Can you see where I’m coming from?”

“I know we’re working from **different locations** and there may be context I’m missing, can you help me understand your thinking?”

“I know this is a lot to take in. Would you want to take a break and come back together tomorrow to think through next steps?”

# Prepare your scenario (Part 2)

Individually:

Write down the IMPACT statement and  
DISCUSSION **opener**

# Pair Activity — practice aloud

## In Pairs:

- Decide who will be the “feedback giver” first

## Feedback Conversation - 2 Rounds

- Feedback giver provides **quick** background of the scenario
- Feedback giver practices SBI-D
- Recipient reacts as naturally as possible, and has the Discussion with Feedback giver

## Debrief - 2 rounds

- Recipient: Did you hear the S-B-I-D? Follow the + /  $\Delta$  model in workbook. Consider, how did it feel to receive that feedback?

[Switch roles]

# Debrief Activity & Questions

The background of the slide is a solid light pink color. It is decorated with several stylized, multi-pointed starburst shapes in a slightly darker shade of pink, scattered across the right side of the page.

## **The Why**

Ongoing &  
check ins

**Steps for  
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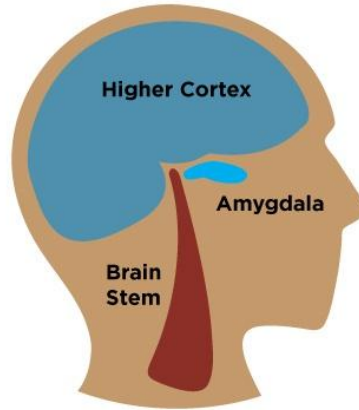


# The amygdala “hijack”

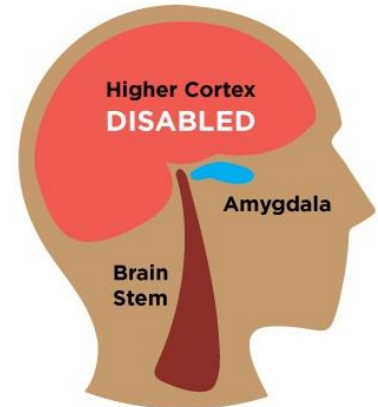
The amygdala overrides the “thinking brain” when triggered!

Amygdala sends messages:

- Fight/Flight hormones
- Mobilizes movement
- Makes senses more alert
- Speeds up heart rate
- Raises blood pressure



**LOW Emotion**  
(Calm, Relaxed)



**HIGH Emotion**  
(Anger, Fear, Excitement, Love,  
Hate, Disgust, Frustration)

# So now you're a feedback pro...

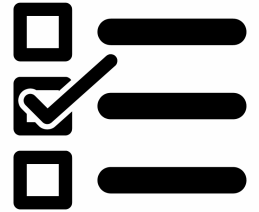


You might fall into: **“Ugh, they totally just made a generic statement about my personality instead of a specific behavior.”**

But if you're focused on pointing fingers on how the other person delivered the feedback, that only means **you're losing out on your opportunity to develop and grow.** YOU decide whether you want to absorb this and apply the changes.

# YOU decide how you react

**QUIZ TIME:** Take a look at the various ways we can react to negative feedback when our egos are hurt, or when the feedback doesn't match how we see ourselves or the situation.



**Pair discussion:** What can you do when you have one of these knee-jerk reactions to feedback? How can we open ourselves up to the opportunity for growth?

# Share out

What can you do when you have one of these knee-jerk reactions to feedback? How can we open ourselves up to the opportunity for growth?

# Listen & Stop Yourself from Reacting Immediately

Allow them to finish

Allow the person to **share their complete thoughts**. If they don't seem finished, **give them space to** by saying "is there anything else you didn't get to say?"

Take a pause

Take **deep breaths** to center yourself if you start to feel unnerved. Take **a sip of water** to buy yourself a few seconds before speaking. **Ask for a break if needed**, "I'd love to spend some time digesting this feedback. Would it be ok with you if we paused and continued the conversation tomorrow?"

Notice your reaction

Try to **be mindful of your reaction**. Are you feeling hot, faint, angry, disappointed, sad? Engaging with your brain has a calming effect & can bring you back to the "thinking brain"



Thank  
you!

# Say “thanks!”

Remember  
radical  
candor

They’re challenging you because they care about you. That’s what radical candor is! **Remember that this is an opportunity for your development.**

Show  
appreciation

Say something like **“I really appreciate you taking the time to talk about this with me.”**

It doesn’t  
mean you  
agree

Remember: expressing appreciation **doesn’t mean you’re agreeing with everything they’ve said.** It just shows that you’re acknowledging the effort they put into the conversation.

# Be Open, Ask Questions & Clarify the Message

Be open  
to their  
POV

You don't have to **ACT** on every piece of feedback you get, but you should consider it. Try asking yourself **“even though I may disagree, is there some truth here?”** or “putting myself into the feedback giver’s shoes, do they have a point?”.

Still hard  
to align?

If you're having a hard time finding the truth try **asking a few follow-up questions:** “Can you give me a few examples of this”? Or “Can you tell me more about how this affected you?”

Play it  
back

In your own words, **play back what you heard** so you can ensure you understood correctly and have a chance to clear up misunderstandings or confusion. Something like: “What I hear you saying is, X” or “If I understand you correctly, X.”





# Take action

But don't  
act until  
you have  
alignment

Did the feedback giver pile it on, and you're overwhelmed? Ask **“what is one thing I could change that would make a difference for you?”** If the giver is jumping right into solutions mode, but you need a moment, say so! **“Can we take a moment to step back? I want to make sure you understand my perspective. Then, we can figure out next steps.”**

When applicable:  
decide on  
next steps

If applicable (see above) close out the conversation by **outlining how you'll put this feedback into action** moving forward.

Schedule a  
follow up

**Schedule a meeting to check in** about the conversation & next steps.



**What will you do differently OR  
start doing to be a better  
recipient of feedback?**

# Additional Feedback Resources: refreshers

**Feedback  
Office Hours**



**Feedback Skills  
Video Series**

[go/feedbackoh](https://go.feedbackoh)

Or [go/peopledev](https://go.peopledev)

[go/peopledev](https://go.peopledev)

# Thank You!



# Before you go:

1. TO RECORD YOUR ATTENDANCE & PROVIDE FEEDBACK, VISIT: [go/iamhere](#)
2. FOR ADDITIONAL LEARNING RESOURCES, VISIT: [go/peopledev](#)



## Instructor-led Programs

[Filter by audience](#) (Everyone, Manager & Director+) and find an instructor-led program to meet your needs.



## On-Demand Learning

We have on-demand resources such as video trainings, one-pagers, and Udemy! [Udemy](#) is an online learning marketplace offering over 1,500 courses taught by expert instructors.



## Professional Development Reimbursement

Lyft has a professional development reimbursement budget! Head to [go.lyft.com/peopledev](https://go.lyft.com/peopledev) for eligibility and guidelines.