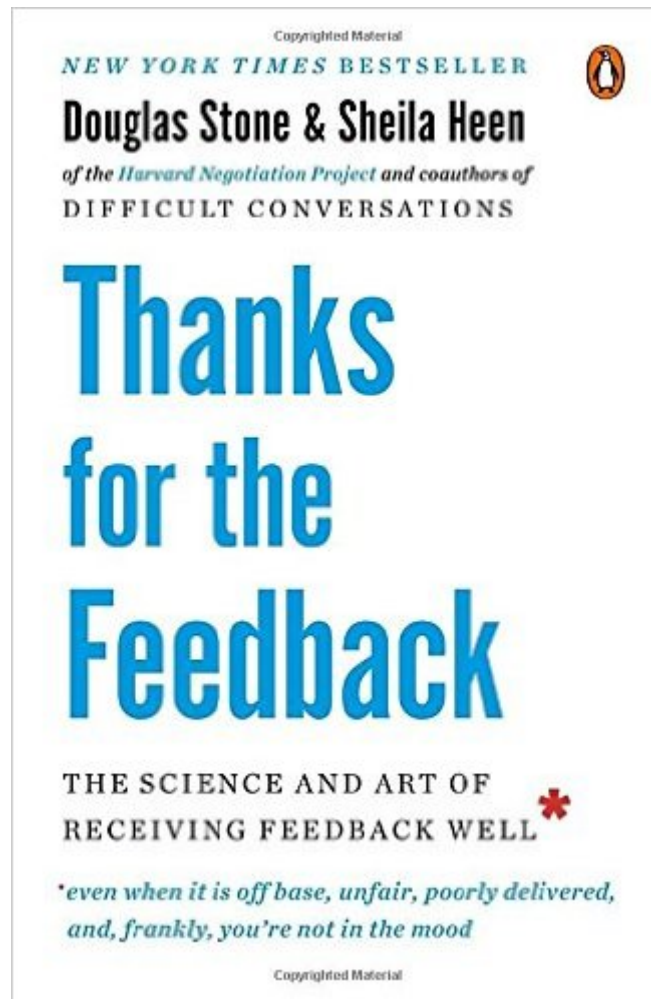


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# Thanks For The Feedback: The Science And Art Of Receiving Feedback Well



## Synopsis

The coauthors of the New York Timesâ bestselling *Difficult Conversations* take on the toughest topic of all: how we see ourselves. Douglas Stone and Sheila Heen have spent the past fifteen years working with corporations, nonprofits, governments, and families to determine what helps us learn and what gets in our way. In *Thanks for the Feedback*, they explain why receiving feedback is so crucial yet so challenging, offering a simple framework and powerful tools to help us take on lifeâs blizzard of offhand comments, annual evaluations, and unsolicited input with curiosity and grace. They blend the latest insights from neuroscience and psychology with practical, hard-headed advice. *Thanks for the Feedback* is destined to become a classic in the fields of leadership, organizational behavior, and education.

## Book Information

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## Customer Reviews

Hosting a leadership-oriented podcast causes me to read a lot of business books. This may be an unfair generalization, but my observation is that most books have about 70-100 good pages of content and then a lot of fluff. Much of it is re-baked versions of what we've read elsewhere. I am happy to say that *Thanks for the Feedback* was a refreshing departure from that pattern. Well past page 200 I was still underlining and adding notes to the margin. Doug and Sheila are entertaining writers that keep it engagingly practical. Weeks later I'm still actively trying to avoid "wrongspotting" and watching for "labels". The chapter on blindspots is enormously valuable. I'm intentionally trying to seek the coaching in the feedback instead of jumping to evaluation. The book is dense with content yet very readable. After interviewing Doug for *The People and Projects Podcast*, I can only

more confidently say that the authors have deep knowledge and conviction about this topic. I consider this a must-read for leaders at all levels, and wholeheartedly recommend it for your reading list.

This is a short review: This book is not just strong, it's strong throughout. Most books in this category tend to have one or two big ideas, illuminated by a series of testimonials masquerading as case studies. Not so here: examples are small and illustrative, and the focus is squarely on how to handle feedback. Tons of good suggestions, a strong framework, and surprisingly broad and applicable coverage.

Obviously, this doesn't sound like an adventure laden caper across many continents with gangsters. For a self-help book, this has a contemporary voice and useful information. You'll learn:- What to do when feedback feels like an attack on our identity- When to take the feedback vs. create boundaries/change it all up.- How to create a system that measures what kind of hold feedback has on your life- How to re-direct unhelpful feedback.

A must read for anyone who interacts with others--that is everyone for that part. Feedback is just that; a statement that we receive in a formal setting or nonchalant. Giving feedback as the two authors state can be rewarding for others as well as you "the giver", or it can be horrific as well, either way. Three takes on that-- helping you, helping themselves/the relationship and helping an origination/team. The book is filled with information, stories on getting better results from/on feedback--the best statement in the book was " The ability to learn from feedback is what will shape your future most". The book really sets in motion the importance of understanding and giving feedback in a positive tone. "A good listener asks for help". They touch on leadership, coaching, mentoring, teams, one on one and creating a better quality relationship with others. Excellent book for the work place, sports, school and home front.

The authors successfully tackle the important but often stressful topic of receiving and giving feedback. They build on key principles they laid out (along with Bruce Patton) in their earlier *Difficult Conversations*. And once again, they offer powerful, practical, and good-humored advice that applies no matter which side of the desk you happen to be on. Performance reviews are often botched, they say, when three conversations get tangled up. One is about appreciation, so that an employee is motivated and encouraged. That's quite different from coaching, which is

aimed instead at skill development and personal growth. And both of those differ from evaluation--rating where someone stands relative to peers and what he or she needs to do to advance. At first blush readers may recognize echoes of important distinctions drawn in the earlier book between interactions over substance, feelings, and identities. (Miscommunication results when people talk past one another because they are on different planes). Performance reviews certainly have substantive, emotional, and identity dimensions, so can suffer from the same problem. But the focus in this book is largely on how feedback within an organization introduces other complicating factors (such as power imbalances, culture, etc.) The authors also couple more recent research findings on emotional intelligence, nonverbal communication, and other important psychological research, with useful examples workplace conversations, both constructive and otherwise. Underneath the specific advice, I sensed warm encouragement about playing an affirmative role in the review, even if you are in the subordinate position. Much more is at stake than merely struggling through a stressful conversation. It's about being respected and supported in your organization, personal growth, and have a fulfilling professional career. Unfortunately we aren't always blessed with great mentors. And even well-intended bosses may not have given much thought about providing good feedback. If you're working for someone who's not deft in this regard, buy two copies. One for yourself and another to leave it on his or her desk (perhaps being careful not leave any fingerprints).

Instantly put to use, as was *Difficult Conversations*. If I were to write a book, I would strive for a book as clear, practical, well written, and thought provoking to both practitioner (I'm an executive coach) and clients as this. Not just another pretty book for the book shelf; a real winner

This book addresses all angles of feedback....giving and mostly receiving feedback in a way that creates a stronger possibility of clear communication...Great for anyone looking beyond their own window and see communication from new perspectives.

Written by university professors, there are parts of this book that do read as a textbook. Overall the discussion takes us deeper and the examples are interesting. I wish I could have had others to discuss the material with as I read the book. Within these pages are references to their previous book, *Difficult Conversations*. I feel I may have gotten even more from this book had I read the prior one previously.

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