

Becoming a Resilient Scientist

SERIES

Workbook V: Developing Feedback Resilience

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This workbook is intended to accompany
Becoming A Resilient Scientist Series V: Developing Feedback Resilience

It is most effective when it is used after attending/watching the workshop lecture. The exercises in this workbook are to help you process and solidify what you've learned in the lecture and to provide you with additional resources. Although it is encouraged that you complete the exercises, it is not required.



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FEEDBACK: AN INTRODUCTION

We need feedback to **grow and learn**
AND we need to **give feedback** to others
so they can grow and learn.

Reflect on a time when you received useful feedback, but you **didn't react well**. What happened?

Reflect on a time when you were providing a useful feedback, but **the other person didn't react well**. What happened? What did you tell yourself?

COMMUNICATION STYLES

To become feedback savvy, we need to develop **self-awareness**. One way to do that is to identify our dominant work **communication style** and the style of the other party.

Visit the website below and complete this communication style self-assessment:

http://www.mun.ca/springinstitute/institute/Working_Style_Inventory.pdf



Write down your scores for each style:

Driver: _____

Expressive: _____

Amiable: _____

Analytical: _____



What is your **dominant** style(s)? _____

(continued on next page)

COMMUNICATION STRENGTHS & LIABILITIES

What are some **strengths and liabilities** of your dominant communication style(s)?

Strengths	Liabilities



NOTE: Reflect on your scores of each style. You should notice that you are not just one style but have components of multiple styles. Be cognizant of labeling yourself or someone based on these scores. We are all multifaceted and complex.

JOURNALING EXERCISE I

Now you know your communication style(s). Let's reflect a bit.

Start by thinking about you:

Think about your dominant style(s). What about your PI (or another important person in your life)'s dominant style? When does your dominant style(s) **work well** for you? When does it **not work so well**?

Now think about your PI (or another important person in your life):

How might you **adjust** to the style of your PI? What would you ask of them to **adjust more to your preferred style**? Can you imagine having a discussion about this with them?

FEEDBACK & TRIGGERS

Different types of feedback have **different triggers**:

- **Truth triggers:** We question the accuracy of the feedback¹
- **Relationship triggers:** We question, or don't like/trust, the person providing the feedback¹
- **Identity triggers:** We question the feedback because of our identity, the identity of the giver, or a combination of both¹
- **Attributional ambiguity:** We are uncertain whether the feedback we received is based on group membership or actual performance²



¹ Stone, D., & Heen, S. (2015). *Thanks for the feedback: The science and art of receiving feedback well (even when it is off base, unfair, poorly delivered, and frankly, you're not in the mood)*. Penguin.

² Crocker, J., Voelkl, K., Testa, M., & Major, B. (1991). *Social stigma: The affective consequences of attributional ambiguity*. *Journal of Personality and Social Psychology*, 60(2), 218.

JOURNALING EXERCISE II

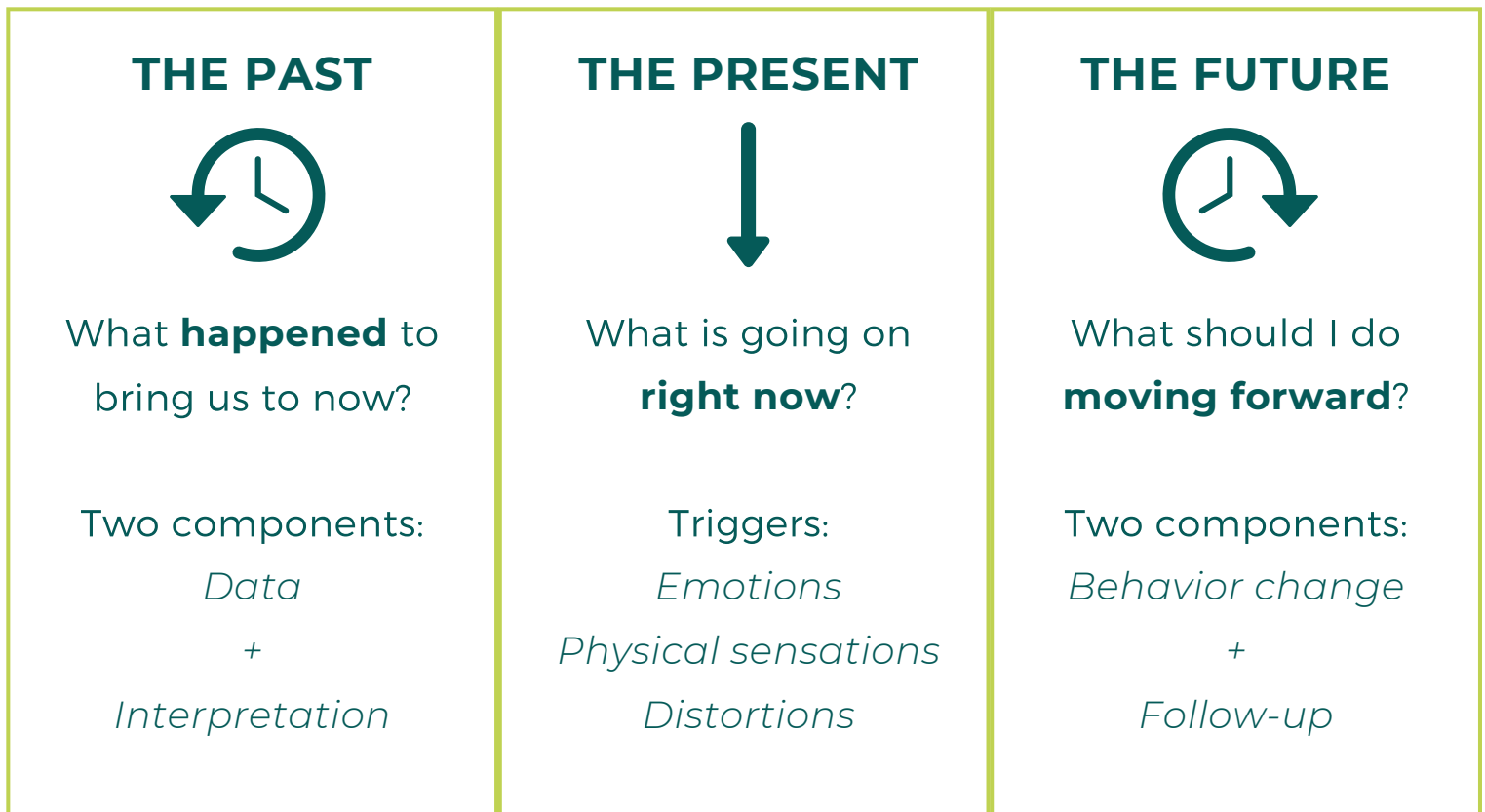
Refer back to page one where you wrote about a time you didn't react so well to feedback. What did the feedback **trigger** and why?

Then, ask yourself:

- Was this about **me or "ME"** or a bit of both?
- What was the status of **"the bridge"**?
- What part of this feedback might be driven by **identity issues and potential bias**?
- What is some feedback that I just **prefer not to hear**?
- What is the **truth** in the feedback?

A WORKING FEEDBACK MODEL

Feedback occurs in **three dimensions**:



Focus here so you can **learn from the past** and eventually get to **discussing it in the future**



JOURNALING EXERCISE III

Is there something you **need feedback on**?

Practice your ask below:

Be clear and precise in your “ask.” Consider this strategy: What am I **doing well**? Where do I **need to improve**? Is there anything you want me to do that I am **not currently doing**?

JOURNALING EXERCISE IV

Is there something you need to
provide feedback on?

Practice your feedback below.

Keep these in mind:

- Focus on the **behavior(s)**, not the person
- Be **specific and descriptive**
- **Describe**, don't judge
- SBI feedback – **Situation, Behavior, Impact**
- Think **"I"-statements**
- Think **giraffe**, not jackal

FINAL REFLECTIONS

Think of a time when you received difficult feedback about something you **really cared about**. What happened for you? If you were able to stay calm, what **strategies** helped you in the moment and beyond? What is generally **not as helpful** to you, and why do you think that is?

Think of a time when you had to **give someone you cared about difficult feedback**. What strategies did you use so that you could **stay calm** as you talked with your friend/colleague/collaborator/PI? What went well; what did not go well, and why do you think that is?

MY COMMUNICATION CHEAT SHEET

Feel free to share this information with your PI/supervisor, lab mates, colleagues, peers, etc. and ask them to complete and share as well!

My dominant communication style is:	Which means: (brief description of the style)	Topics I can be sensitive about:
When communicating with me, please consider: (what works for you/your style)	My level of sensitivity to feedback: (scale of 1-10, with 1 being not at all sensitive and 10 being extremely sensitive)	How to interpret my reaction(s): (e.g. I just need time to process, I'm not angry, I'm just thinking, etc.)
You'll know I'm struggling with feedback if I...		

ADDITIONAL RESOURCES

HELPFUL RESOURCES

Alberti, R. E., & Emmons, M. (1995). *Your perfect right*. Impact Publishers.

Bolton, R., & Bolton, D. G. (1996). *People styles at work*. AMACOM Div American Mgmt Assn.

Brown, B. (2015). *Daring greatly: How the courage to be vulnerable transforms the way we live, love, parent, and lead*. Penguin.

Kroeger, O., Thuesen, J. M., & Rutledge, H. (2009). *Type talk at work (revised): How the 16 personality types determine your success on the job*. Delta.

Lerner, H. (2001). *The Dance of Connection: How to Talk to Someone When You're Mad, Hurt*.

Markus, H. R., & Conner, A. (2014). *Clash!: How to thrive in a multicultural world*. Penguin.

Neff, K., & Sands, X. (2015). *Self-compassion: The proven power of being kind to yourself*. New York, NY: William Morrow.

Seligman, M. E. (2006). *Learned optimism: How to change your mind and your life*. Vintage.

Stone, D., & Heen, S. (2015). *Thanks for the feedback: The science and art of receiving feedback well (even when it is off base, unfair, poorly delivered, and frankly, you're not in the mood)*. Penguin.

