1. Bench | Tips for Giving and Receiving Feedback - YouTube

<https://www.youtube.com/watch?v=DE8XluzlEvc>

Transcript:

 [Music] hi everyone my name's leanne and i'm part of the vancouver startup week team before we begin i'd like to take a moment to acknowledge that we're grateful to be virtually gathered on indigenous land regardless of where you're joining us from today i personally am here at my home in vancouver and i'm grateful to be on the traditional ancestral and unseated territory of the musqueam swayla tooth and squamish peoples i'm privileged to live work and play on these lands i want to thank you for joining us for vsw

 2021 and welcome to today's session tips for giving and receiving feedback hosted by bench accounting if you have any questions for our speakers be sure to post your question in the q a section on the hoover platform you can also upvote your questions as well and we will ask them at the end of today's session without further ado i'd like to pass the microphone over to our speaker ryan from bench accounting and we'll begin the session over to you ryan thank you so much for the introduction hey everybody i am

 so thankful to be here and sharing with you guys on an early friday morning i hope vancouver startup week is going extremely well for all of you and i look forward to connecting with you guys uh as she mentioned if you have any questions at all please drop them in the q a i've got it pulled up on my cell phone so i can see any new questions coming through looks like we've already got a couple that we'll get to at the end of this session um perfect great let me share my screen and we will get rolling here

 all right great fearless feedback let's see there we go perfect all right first i just want to introduce myself so who am i uh my name is ryan berner i am the manager of inbound sales at bench accounting i am originally from knoxville tennessee so if you hear a little bit of southern twain come out that is definitely where it's coming from after i lived in tennessee until i was about 29 moved to chicago for a little bit following a job and from there i traveled in southeast asia for a little while and was so inspired

 loved it so much that i actually wound up coming home selling everything that i owned and moving to a little island off of the coast of vietnam called fuquak lived there for two years playing music and doing a little bit of consulting work i met my fiance there she is originally from canada which is what brought me to vancouver be closer to her family and outside of work i'm a musician i sing play guitar play piano drums everything very passionate about this and i'm also a bourbon enthusiast probably a uh

 i could probably just as qualified to talk about bourbon as i have fearless feedback but that's more of a friday afternoon session not so much a friday morning session maybe we could put that in the agenda next time brian so sorry to interrupt i wanted to just quickly pause us just because it looks like we're having some technical difficulties for some of our attendees um so we just i don't want anyone to miss out on any of your presentation so if you wouldn't mind we'll just give it a quick

 second to anyone who's watching if you can hear us but can't see us just hit a quick refresh on your browser and we will see if that will work and it looks like the list is slowly growing if we're going from there so sorry about that oh it's all good hey this would not be a tech startup week if we did not have technical difficulties absolutely and as we're doing that we are looking like connectivity is working for everyone so back over to you ryan awesome thank you so much uh for anybody who missed i was just quickly

 introducing myself the least important part of this presentation uh but there's my little story right there happy to chat about any of this if you have any questions about this like she said just drop it in the chat perfect awesome so who is bench uh at a fundamental level uh bench solves bookkeeping for entrepreneurs this is what we are extremely good at and what we are extremely passionate about but a larger purpose expands beyond that we're we're here to help entrepreneurs understand what they want to do and

 where they want to go and our mission is to profoundly impact the lives of a million people um yeah so we do this through you know educating our clients and taking a big piece of the hardship of owning a business which is the bookkeeping aspect of financial peace tax filing tax advisory and we we offload that so entrepreneurs can go and do what they are most passionate about which is grow their business and we will handle all of the bookkeeping all the financial needs of those businesses we are currently only serving u.s

 clients but happy to chat with anybody if you have any questions at all about what bench does and how we help our clients so today's agenda going to go through what is feedback why is it important i was gonna do a small group discussion but i realized that this is more of a presentation not a not something that people can drop in a chat or or talk back so we'll just talk about some of the miscommunications and communication and talk about the sbi feedback model which is what we here at bench use to give and receive feedback

 and then at the end just a small commitment that i would ask of all of you to take some of what you've learned today and take it into your workplace perfect so what is feedback this is actually interesting if you look up the definition of feedback you actually get two answers one is about the type of feedback that we're actually talking about today and the other is about sound and being a musician i know a lot about this uh so feedback and sound is is when an audio loop is created between an input like a guitar or a microphone

 and an output like an amplifier or a speaker and i'll get to the our definition here in a bit but there's an interesting parallel between the two see when most of us hear audio feedback it's that loud high screeching noise uh it's it's ear deafening uh you typically hear it probably like a really bad karaoke bar or like a bad presentation if the mic accidentally like points towards the speaker and it's that really really high-pitched noise and we hate it but that's because in those situations

 the people don't know how to use the feedback but then artists like jimi hendrix tom morello some early influences in the punk movement they started to incorporate feedback into their sound and started by just practicing it and using it to create something new and better something in the music industry that we never knew was possible before and the same principle exists in giving and receiving feedback which is what we're talking about today if it's done poorly it's terrible and it makes you just want

 to put your hands over your ears and just like avoid it at all cost but if you do it correctly and practice how to use it it can open doors that you just never knew were possible before so fearless feedback is a method of communicating that something or some behavior is either working well or needs to be improved and this is my most important thing that i can leave you with is that it comes from a place of caring and possibility if you're giving feedback just to make someone feel bad about an action that they made

 or or driving them down this is not uh productive in the workplace and it does not lead to the second peach which is possibility of improving and actually getting better so anytime you're approaching feedback conversations you really want to step back and think like am i coming from a place of caring and possibility before you have that before you have that just initial gut reaction to a situation why is it important these are just three of my favorite quotes about feedback that come from some very very smart people

 elon musk says i think it's very important to have a feedback loop where you're constantly thinking about what you've done and how you could be doing it better bill gates we all need people who give us feedback that's how we improve michael d haberman people cannot improve if they are not receiving feedback and allowed to make corrections that is probably my favorite quote because it goes back to that piece of caring and possibility so communication misconceptions this is where i was going to have a little

 interactive true or false uh but if i say it the other person will understand you know a lot of people think that that's true and a lot of times it's actually false we all have different methods of communicating both receiving and giving and just because you say it does not mean that it's going to be interpreted the same way that you meant to to come across the more communication the better sometimes is the answer we ask this when we get a lot of like truths we get a lot of falses um because people think it's a trick question but

 the answer is that it's probably somewhere in the middle um because it's very situational some people uh over communicating feedback um can lead and cause anxiety or or cause them to like mentally retreat on the situation not be able to comprehend the main point of what you're trying to get across so the more communication the better it depends on the person that you're actually giving the feedback to this is another piece that i'll pause and talk about real fast is that it's so vitally important to understand

 the feedback uh best practices for the individual that you're giving feedback to so if you are a leader and you are or working for a leader that you're you know should be giving feedback to it's really important to understand the style of feedback in which that person prefers to be receiving feedback for me personally i like to be spoken to but the most i get from feedback is when it's written because i like to reread it make sure i understand the main points of it and i can action it and come back to it

 later so that is my feedback style and everyone that works for me and that i work for knows that i prefer to receive feedback in that way and so my slack channels are constantly coming in with these long feedback um information and and that is my preferred method any problem can be solved at any time if we communicate with each other once again some people say yes this is true and others say no this is false and once again the answer is depends and sometimes not every problem can be solved by just communicating um you know

 there's often times that more goes into it than that whether it's just time or you know going and just being by yourself like maybe sometimes that is like a very real thing that people need and over communicating in those times where people just need space is not the most proactive thing that you can be doing communication is a natural ability some have it some don't i think this was like a very common misconception back in the day i think the new uh or not the new generation but the new uh thought is that people understand

 that this is not just a natural ability that it is actually a skill that you have to work on and that you have to continually practice to actually get better on it and feedback is the same way you have to be consistently giving feedback and receiving feedback to to get better at it um you know we always we talk about it a lot on our on our dei uh team but we we constantly are going to make mistakes we are going to fail at giving feedback we're going to fail at communicating but i like to say the only mistake is one

 that we don't learn from so if you are adamant about learning and understanding then you'll be able to practice this feedback even through those mistakes and get better over time the same thing goes with communicate all right how to get feedback so like i said earlier we have bench we practice the sbi model so as being situation what is the situation in which you want to get feedback on what is the behavior that you want to give feedback on what did the person specifically do and what is the impact so the feedback conversation i'm going

 to be walking through that sbi model and giving you a real life situation that happened to me just about a month ago with one of the team leads who reports up to me so introduce the situation that you want to discuss the contacts to bring it back to what happened the more specific the better so this is about a month ago um i recently joined bench in january and as the manager of the inbound sales team i defaulted to believing that the topics for training were left to me and my discretion so we have a monthly planning session

 around training and um there is one of the team leads who has been tasked with developing the training um all the courses that we do on an ongoing basis and so i went into the meeting and i basically just kind of bulldogged it and said hey this month i want us to be training on creating urgency and building value okay now you guys go and create the content create the sessions and all that um and so this individual who had been in the past coming up with the concepts had very direct feedback for me that uh he felt like i steamrolled uh

 and kind of overstepped my boundaries and what was his um his responsibility and actually developing this content so he came to me first he had written it out which i told like i said i love um but came to me and had an open conversation and said ryan in the training meeting when we were talking about what next month's topics for training would be you and then we go on to the behavior describe the behavior from the situation that you want to discuss keep it factual and keep it from the point of view focus on the what so this

 individual can bring the why to the situation so said in this meeting during training talking about next month so this is the situation you ryan steamrolled me and came up with a training guide without first consulting me so that's the behavior and then next that we want to talk about is the impact share the impact that the behavior had on yourself don't shy away from expressing emotions but focus on fact so he said it made me feel that i was no longer in charge of developing this training and it made me feel that i was less and

 underappreciated and not capable of of running these training sessions this is great feedback for me um it was a miscommunication on my or miss uh ex missed expectation on my end to assume that this was a responsibility that defaulted to me and for me to go in there with just like such a powerful stance and to kind of like take away this this opportunity for him and something that he's been doing extremely well there was no reason for me to take this away from him so very clearly introduced the situation in this in this meeting uh that we had

 the behavior of me actually just saying this is what training is going to look like for the next month and then the impact of making him feel um not valued in that situation shifting a little bit so anytime we're giving and receiving feedback we always want to challenge our own perspective and this is like a good life lesson i think in general but um these are a few lenses that we talk about in at bench when we're talking about giving and receiving feedback so the reverse lens what would the other person say in this

 situation so when this team lead came to me with this feedback that was the first thing i did is okay through his eyes how would my approach and what i did affect him and for him he and i challenged him to do the same thing for to look through the situation through his lens or through my lens and understand that you know as a leader i i had assumed that this was a responsibility that defaulted to me so by both of us looking into the other person's perspective we are able to come to a conclusion and understanding that you

 know hey this is a miscommunication and an opportunity for us to get better in the future long lens how will i most likely view the situation in six months so this is a great great piece of like okay so six months from now like how are we going to approach the same training module and how would he approach the same training module wide lens regardless of the outcome of this issue how can i grow and learn from it once again probably my most important thing and uh my favorite piece of giving feedback is the opportunity

 uh and ability to get better and to adapt and to learn so regardless of the outcome of us shifting the training back to him and solely on his plate and responsibility what can i learn and for me it was i can learn to one not assume that all responsibilities just default to me as a leader two to like bring more people into the conversation um around what training we should actually be doing just because i had a focus on what i wanted us to do uh training on for the next month does not mean that other people weren't seeing other things

 that we could have possibly had a better or more productive experience in training on so those are two things that i that i definitely learned from this situation perfect so putting it into practice so how do we actually do this like give feedback and like make it a very productive session the first is prepare for the feedback this is so vitally important just like with anything that you're doing in life that may be uncomfortable or something that you're working on getting better at you want to practice it and you want to

 prepare for it so think through the sbi framework and come from a place of curiosity and authenticity really trying to map out exactly what the situation was what the behavior was and what the impact was ask the person to meet privately um this seems like a no-brainer um but it is it is something that's definitely important is to make sure that uh you know you're not giving this feedback in a place that that could be you know embarrassing or cause anxiety you want to do this in a very private setting deliver feedback structured as

 the situation behavior and impact and the behavior had on you be part of the solution this is a great piece is that when you're giving feedback as a leader to somebody who works uh who works for you oftentimes you want to default to hey this is your issue this is what i want you to improve on now go and prove upon it what i would challenge you is is to kind of rethink through that and actually come up with a solution with that person so if you see a problem uh be a part of the solution instead of follow-up this is something

 that is so often missed in giving feedback is when you do it you want to create an actionable and measurable way to where you can go in two weeks a month two months from now and look back and have a conversation and say hey did we learn from this actually did we actually take something meaningful away from this feedback conversation and how have we done since then did we actually make change great um and this is the last piece for me it's just i want you guys all to commit to providing both constructive and positive

 feedback within the next week um this is once again an uncomfortable thing uh but tell a colleague and ensure that they hold you accountable um we at bench believe that feedback is not a top-down exercise we vary at a fundamental level believe and rely on feedback in in a loop and my direct reports are giving me feedback on how i can be improving every single day their reports uh are also giving me direct feedback and then i'm giving feedback to my boss and people above me i'm giving feedback to our vice president and ceo

 and it creates a very open culture and um it is vitally important uh in my opinion and in our opinion for a successful startup is to really lean into feedback both positive and constructive and at all levels and that is it for me i know i have a few questions here and i i see two i don't see any more than that but if you have any more feel free to drop them in but i will answer these two questions so the first question is what is your advice for delivering the bad news to someone that did not get a job but in the best

 way possible that is a great question and it's a hard situation um something i like to do one is if i'm not first off i want to say there's a misconception in interviews that it is solely the business or company trying to find the best fit for them um ideally you are finding the best fit for the candidate and the company that's a win-win situation so as much as you are interviewing the candidate you also want to remember that this is an interview of the candidate or of you from the candidates point of view so

 um so somebody who did not get the job uh i think it's it's it's a very formal email of you know whatever the situation is you know we went i i think honesty is key here so we went with another candidate um but the biggest piece is offering to provide them feedback on the interview what could they have done better and what could they have done or what qualifications were they missing that you were looking for in an employee and offered to meet with them again to give them some of this feedback so that they can better

 prepare for the next interview i think this is a huge thing at the end of the day like i know i just love people and love to help people however i can so whether they are good fit for bench or not what i want to consistently be doing is making sure that i'm doing everything i can to make sure that person has a good experience with us but also set them up for a very successful endeavor in whatever job they want to go to next um i hope that answered your question and next question what is the best way of receiving

 negative feedback so if you're receiving negative feedback i think you just uh first i want to change the word from negative to constructive i think that's an important differentiator so when you say negative feedback it's it has a bad connotation with it something i want to challenge you is is thinking about it being constructive feedback so feedback that actually has a purpose and ability to change something in the future but the best way of receiving it best way of giving it is to be honest and follow the sbi model like we just

 talked about it best way to receive it i think you have to be in a place that you're open that you are trusting of the person giving you the feedback which plays into you know how your leader or how you as a leader have developed a relationship with the people in your charge um but it's it's it's built on trust it's built on openness it's built on um empathy and patience and and a willingness to to learn and and be better the if you have the trust that your leader is giving you the feedback only for you

 with the their only interest in mind to make you better then you can approach that situation with a uh with a positive mindset and think okay whatever this feedback is while it may be a little bit hard to hear in the moment it's actually setting me up to be successful in the future so i think it's all about the mentality going into that conversation you