

MANAGING NEGATIVE EMPLOYEE REACTIONS TO FEEDBACK

Common Employee Reactions to Constructive Feedback and Appropriate Manager Responses

Employee Reaction	Sample Employee Statement	Guidelines for Manager Response	Sample Manager Response
Hostility/ Resistance/ Denial	<ul style="list-style-type: none"> ▪ "I don't know what you're talking about. I provide great service!" ▪ "I do not accept your feedback regarding my project management skills." ▪ "The incident you cited did not take place." 	<p>Do:</p> <ul style="list-style-type: none"> ✓ Provide sufficient examples to support your feedback. ✓ Gauge the employee's reasons for resistance. ✓ Ask the employee to reflect on the feedback and end the discussion if the employee is being pointlessly resistant. ✓ Candidly discuss the consequences if the employee does not address the development area. ✓ Refer the employee to the employee assistance program (EAP), if appropriate. <p>Don't:</p> <ul style="list-style-type: none"> ✗ Get aggravated with the employee's open hostility and resistance to your feedback. ✗ Soften your feedback to alleviate the reaction. ✗ Attack the employee's personality based on his or her reaction. 	<ul style="list-style-type: none"> ▪ "Let's review the examples I gave of areas where I see an opportunity for improvement." ▪ "Let's give you some time to reflect on the feedback I've provided and reconnect tomorrow morning." ▪ "This is an opportunity for you to improve your performance. Disregarding it will continue to impact your performance reviews down the line, as well as the future opportunities available to you here at the organization."
Indifference	<ul style="list-style-type: none"> ▪ "Maybe; I'll see what I can do." ▪ "I can't make any promises, but I'll try." ▪ "Sure, whatever you say." 	<p>Do:</p> <ul style="list-style-type: none"> ✓ Ask the employee to reflect on the development areas and confirm whether he or she is able to commit to them. ✓ Discuss the consequences of denial if the employee does not commit to improving. <p>Don't:</p> <ul style="list-style-type: none"> ✗ Overlook the employee's indifference and non-commitment toward the feedback. ✗ Lose patience with the employee. ✗ Judge the employee for being apathetic. 	<ul style="list-style-type: none"> ▪ "I'd like you to think about what we discussed and whether it's something you can put the required effort toward developing." ▪ "It's important to let me know if this isn't something you can make a full commitment to. If you decide it's something you can't do then that's acceptable, but then we'll need to talk about the consequences."

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Common Employee Reactions to Constructive Feedback and Appropriate Manager Responses (Continued)

Employee Reaction	Sample Employee Statement	Guidelines for Manager Response	Sample Manager Response
Lack of Confidence/ Self-Pity	<ul style="list-style-type: none"> ▪ "I don't know where to start from." ▪ "I knew this would happen; I can never do anything correctly." 	<p>Do:</p> <ul style="list-style-type: none"> ✓ Give the employee time alone to regain composure, if necessary. ✓ Highlight that this is an opportunity to improve. ✓ Assure the employee that improvement is possible with effort; use past examples of his or her successful development. ✓ Reassure him or her that you will offer support. ✓ Provide examples of small steps the employee can take toward improvement. ✓ Refer the employee to the EAP, if appropriate. <p>Don't:</p> <ul style="list-style-type: none"> ✗ Focus on the employee's past inability to achieve outcomes. ✗ Moderate your feedback to alleviate the reaction. ✗ Reflect the employee's negative attitude. 	<ul style="list-style-type: none"> ▪ "Now that we have identified this area for development, it is an opportunity for you to improve your performance. I firmly believe you are capable of achieving this goal. I've seen you achieve similar development goals in the past, for example..." ▪ "You will have support from me as you work on this. For example..." ▪ "Let's talk about what you can do to improve in this area."
Responsibility Skirting	<ul style="list-style-type: none"> ▪ "It's not my fault..." ▪ "I'm sorry, but when people ask such basic questions it is very annoying." 	<p>Do:</p> <ul style="list-style-type: none"> ✓ Listen to the employee's reasons and situation. ✓ Restate the examples. ✓ Clarify that the employee will need to meet expectations and improve the development areas despite his or her reasons. <p>Don't:</p> <ul style="list-style-type: none"> ✗ Agree with the employee when he/she blames other people. ✗ Change your perspective based on the reasons or excuses if they are not valid. 	<ul style="list-style-type: none"> ▪ "I know this might be difficult for you to focus on, but the fact remains that I need you to work productively with your peers." ▪ "I know there have been a lot of changes recently, but I still need you to support the change and increase sales in your new territory."
Shock/Anger	<ul style="list-style-type: none"> ▪ "This is not fair! I always knew you didn't like me, but this is unreasonable." ▪ "I've been working so hard to meet all of my project deadlines, and this is what I get to hear?" ▪ "I was expecting a promotion and I think I deserve it." 	<p>Do:</p> <ul style="list-style-type: none"> ✓ Acknowledge the fact that the employee is not satisfied with the feedback. ✓ Prod the employee for opinion and comments. ✓ Restate examples, and explain your perspective. ✓ Refer the employee to the EAP, if appropriate. <p>Don't:</p> <ul style="list-style-type: none"> ✗ Attack the employee's personality based on his or her reaction. ✗ Become defensive. ✗ Moderate your feedback to alleviate the reaction. 	<ul style="list-style-type: none"> ▪ "I can see that you are upset with these results. I would like to hear your opinion." ▪ "If I understand correctly, you are angry because you feel that I have not given you enough challenging assignments, and that I don't have any confidence in your abilities. Is that correct?" ▪ "Let me explain what I think happened so you can understand my opinion. Then we can work this out together."