
Discussion guide

Focusing on feedback

Brought to you in collaboration with
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This discussion guide includes everything you need to discuss PwC's *Focusing on feedback* video and to explore the approach it introduces.

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Key points

🕒 15 minutes

Discuss the key takeaways from the video

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Personal inventory

🕒 10 minutes

Complete an assessment of how you currently approach feedback and reflect on your performance against the AWARE framework

8

Analyzing your approach

🕒 20 minutes

Identify your strengths and areas for improvement related to how you receive feedback

9

One action

🕒 10 minutes

Commit to changing one behavior related to the way you ask for, react to, and act on feedback

10

Worksheet

🕒 *ongoing*

Use this worksheet on an ongoing basis to prepare for upcoming feedback opportunities

Key points

🕒 15 minutes

Focusing on feedback

🕒 *Timing for review: 5 minutes*

What is feedback?

Feedback is information that helps to affirm or adjust performance. It can be a formal or informal conversation that may include positive reinforcement or constructive suggestions on how you handled a task or engaged in an activity.

Why is this important?

Feedback is needed to grow, develop, and fulfill your potential. We all have blind spots. So being open to receiving feedback, listening to other perspectives, building your self-awareness, and acting upon relevant suggestions is essential to improving your performance. It is an effective way to deepen your relationships and demonstrate a commitment to your growth and development.

Think about it

Asking for feedback and thoughtfully responding to it will encourage others to continue investing in you.

What does feedback look like?

It's a growth mindset. Feedback requires being open to suggestions and actively soliciting other's perspectives on how you can develop and build upon your strengths. It requires being curious. With a growth mindset, you are committed to engaging your potential.

It's a two-way dialogue. It involves setting expectations, getting ongoing input on your progress, asking questions, and identifying ways to continue to grow and develop.

It's action oriented. It goes beyond just listening to feedback and saying, "thanks." You need to truly understand the feedback so that you can identify the areas that you need to work on. You have to commit to actions to improve your performance and set up touch points to validate that you are making positive progress.

Take action

To maximize the value of performance feedback, make sure to remain AWARE:

- **A**sk for feedback
- **W**atch your emotions
- **A**sk questions to clarify
- **R**each out for different perspectives
- **E**ngage your potential

Key points

Share with your Circle

🕒 *Timing for sharing: 1 minute each; 10 minutes total*

In your Circle, share your response to one of the questions below:

- Whose experience did you connect with in the video, and what messages personally resonated with you?
- What is your current mindset when receiving feedback, and how can others see this mindset demonstrated in your actions?
- What recent feedback have you received that was helpful, and how did you use it to grow?

Personal inventory

🕒 10 minutes

Focusing on feedback self-reflection profile

🕒 *Timing for individual reflection: 2 minutes*

Being AWARE of your current feedback mindset is a good place to start. Circle your response to the questions below. Be honest with yourself so you can identify your strengths and areas to work on.

Ask for feedback

How consistent are you at...	1: <i>extremely inconsistent</i> 5: <i>extremely consistent</i>				
Proactively requesting feedback?	1	2	3	4	5
Conveying openness to receiving feedback based on your actions?	1	2	3	4	5

Watch your emotions

When receiving feedback, how frequently do you...	1: <i>never</i> 5: <i>always</i>				
Remain open to what you are hearing?	1	2	3	4	5
Ask to “take a moment” if you feel your emotions are getting in the way of hearing the message?	1	2	3	4	5

Ask questions to clarify

During a feedback conversation, how frequently do you...	1: <i>never</i> 5: <i>always</i>				
Listen to understand, not to respond?	1	2	3	4	5
Ask questions and request specific examples to deepen your understanding of what you’re hearing?	1	2	3	4	5

Reach out for different perspectives

After a feedback conversation, how frequently do you...	1: <i>never</i> 5: <i>always</i>				
Ask a trusted friend or colleague to act as a sounding board on the feedback you received?	1	2	3	4	5
Self-reflect and search for themes and actionable truths in the message?	1	2	3	4	5

Engage your potential

After a feedback conversation, how consistent are you at...	1: <i>extremely inconsistent</i> 5: <i>extremely consistent</i>				
Thanking the individual providing you feedback?	1	2	3	4	5
Evaluating the feedback and committing to action items?	1	2	3	4	5

Personal inventory

Step 1

 *Timing for individual reflection: 8 minutes*

Recall a recent feedback experience—either positive or challenging—and answer the questions below. This could be an experience you had with a supervisor, colleague, professor, or coach.

What was the feedback you received? Who was it from? What was the outcome?

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Personal inventory

Step 2

Having a growth mindset and truly listening to other people's perspectives during a feedback conversation are great ways to raise your self-awareness. In order to build the skills needed to remain AWARE when receiving feedback, it's important to reflect upon your mindset and actions during recent feedback conversations.

Reflect on your feedback experience and evaluate how AWARE you were during the interaction.

Personal reflections

Ask for feedback

Did I actively solicit feedback from this individual in advance or did the feedback come as a surprise?

Watch your emotions

Did I have an emotional reaction to the feedback that prevented me from hearing the message? Was I defensive or argumentative? Did I shut down?

Ask questions to clarify

Did I ask questions to make sure I fully understood what was being shared? If "yes," what did I ask? If "no," what held me back?

Reach out for different perspectives

Did I agree with what was being said? If not, did I ask a trusted friend or colleague to provide his/her viewpoint on the feedback that was given?

Engage your potential

What actions did I take after receiving the feedback? Did I thank the individual providing me feedback? Did I follow up to discuss my progress?

Analyzing your approach

🕒 20 minutes

Share with your Circle

🕒 *Timing for Circle sharing: 2 minutes each; 20 minutes total*

In your Circle, provide a brief overview of your feedback experience. Then, share your responses to the statements below.

When I reflected on my experience using the AWARE framework:

- My biggest strength was...
- My biggest challenge was...
- My biggest takeaway on how I can maximize the impact of feedback was...

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One action

🕒 10 minutes

Based on the topics discussed today, identify up to three action items that you will commit to working on as part of your goal of focusing on feedback. Use items from this list or document additional goals in the space below. Share your action commitment with your Circle to help you stay accountable for making a change.

Actions I will take to maximize my feedback opportunities:

Ask for feedback

- Identify people who can provide me with helpful feedback to grow and develop.
- Proactively request feedback.
- Convey a willingness to receive feedback based on my actions.

Watch your emotions

- Remain open to what I am hearing.
- Avoid defensive statements or shutting down.
- Ask to “take a moment” if I feel my emotions are getting in the way of hearing the message.

Ask questions to clarify

- Listen to understand, not to respond.
- Ask questions to deepen my understanding of what’s being shared.
- Request specific examples to provide context for observations.

Reach out for different perspectives

- Remember that what the speaker is sharing is one perspective on my behavior.
- Ask a trusted friend or colleague to act as a sounding board on what was shared.
- Search for themes and actionable truths contained in the message so I can outline next steps.

Engage your potential

- Thank the individual providing me feedback.
- Evaluate the feedback I’ve been given and collaborate on next steps I will commit to.
- Set aside time to follow up and assess my progress.

Other actions I will take to focus on feedback include:

Share at your next Circle meeting: What have you done differently?

Worksheet

Make copies of this worksheet so you can continue to use this tool as part of your ongoing efforts to focus on feedback.

Who should I reach out to for feedback?

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Are there any specific areas for which I want feedback? If so, what are they?

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If I have an emotional reaction to what is shared, what techniques might I use to manage my response?

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Who will serve as my sounding board if I need help making sense of the feedback I received?

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How will I show gratitude for the investment in my development and my commitment to acting on the feedback I've been given?

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