

**Living Our Values: Supervision and Feedback
for Survivor-Serving Organizations**
Webinar, December 2021

Giving “Growth” or “Developmental” Feedback

Steps for Giving Feedback

- 1. Describe the behavior**
 - Observed
 - Judgement-free
- 2. Name impact (positive or negative)**
 - On others...and why it matters
- 3. Re-ground in expectations**
 - Connect to expectations
- 4. Request for future (stop/start/continue)**
 - What needs to change or be maintained
 - Provide additional resources/opportunities

Source: Adapted from: Lee, H. & Safinya-Davies, Y. (2021). *Steps to Giving Feedback*. [PowerPoint slide]. Presented during “Supervision: Relationships and Structures that Help Us Thrive” workshop.

Instructions: The next time you will give “growth/developmental” feedback to someone at work, try writing it out first. Use the space below to write what you will say, include the 4 steps, and practice delivering it at least twice. See sample scenarios in the next two pages.

Type your feedback here:

Feedback Scenarios

Example 1: “Growth” or “Developmental” Feedback

Lin, there is something we really need to discuss. **(Describe)** For the last 3 months, your service documentation has been submitted late, sometimes up to 2 weeks from the date of service. **(Impact)** There are two critical impacts this has. The first is that the longer the span of time between date of service and documentation, the greater the likelihood of missing details. **(Re-ground Expectations)** As we’ve discussed, accurate documentation gives us the whole picture of staff capacity, client needs, and organizational needs. **(Impact)** Another impact of late documentation is that staff who do funder reporting have to spend their time tracking data. This is not their role and it leaves the impression with administrative staff that their time and work is less valued in the organization than the work of program staff. **(Re-Ground Expectations & Values)** The expectation is that documentation is completed within 1 working day from date of service. And consciousness, as you know, is one of our org values, and that means that we are perceptive and thoughtful about our relationships and impact on one another. **(Request)** So, here’s what needs to be improved...your documentation needs to be submitted on time. Let’s come up with ways together that can help you meet this expectation. Also, let’s think about how you can have accountability conversations with the admin staff so that you can repair those relationships.

Example 2: “Growth” or “Developmental” Feedback

Thanks Marco for finding some time for me to share this feedback with you. **(Describe)** I have observed you arrived late to the last 4 all staff meetings. One time you were 40 minutes late. And in all of those instances, you neither informed us that you would be late, nor took accountability for your late arrival. **(Re-Ground Expectations)** We talk a lot about and even have policies related to time in this org like the importance of time management, respecting the time of others, and being timely with our work. **(Re-Ground Values)** And we also talk about how we value reciprocity and respect. And, as a person with significant organizational power, you’re expected to model our values. **(Impact)** When you arrive late, not only is it disruptive but also the presenters take the time to bring you up to speed with what you missed. Your late arrivals send the message that your time and your work are more important than what takes place in our all-staff meetings, and more important than being with all of our staff members. And, I hope you can appreciate that, as a person who manages people with less

positional power, it's hard for me to uphold and expect of people I supervise to meet our org expectations and values if they are not originating from and demonstrated by senior-level staff. **(Request)** I'd like to request that, in the future, you prioritize coming to our all-staff meetings.

Example 3: “Appreciative” or “Recognition” Feedback

Nikita, I have been looking forward to our time today. **(Describe)** Last week, I saw how much time and commitment you put into supporting the Roberts family. You took the time to really hear the many complicated challenges that the family is facing, you consulted with your peers to learn about resources, you were advocating with so many community partners on the family's behalf, you made sure that they had food to eat, and you made sure they left with all kinds of living essentials. **(Impact)** Your compassionate engagement really warmed my heart. The children walked out high-fiving staff and the mother appeared more reassured. Your peers were eager to help you out and really work as a team to support this family; I even saw you and other staff hugging when the family left. And the community partners were willing to thought-partner with you to get this family the support they needed. **(Re-Ground Expectations & Values)** Not only were you providing exactly the kind of care we expect each survivor and family to receive when they come here, you were truly living out our core values of being client-centered and trauma-informed. **(Request)** Please continue to do this beautiful work. Would you like to talk about your experience of supporting them and what you think motivated you to give this kind of compassionate service?

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