

# DEALING WITH FEEDBACK - Name of the Tool

## 1) NAME AND DESCRIPTION OF THE TOOL

"Giving and receiving feedback" is a training activity developed to teach how to provide feedback that is specific and diplomatic, and, because of that, productive. It intends to demonstrate the technique of "sandwiching" when providing feedback. The group is asked to reflect about what is feedback, why is it important to give feedback, and in what circumstances. Their answers will be written on a flipchart. The presenter explains that they will come back to those topics at the end of the session. Then, he explains the concept of a technique called "sandwiching", to minimize people's defensiveness when hearing, and guilt or uneasiness when saying, something negative: provide a considered negative comment between two positive ones. The group is challenged to think why it might be good to give feedback in that way. The next step is to train giving "sandwich" feedback among the participants, about something that they have seen the other do, asking them to acknowledge any awkwardness and defensiveness, and explaining that the culture of giving and receiving feedback takes time to build. Finally, the answers on the flipchart are brought back and participants discuss for a few minutes possible responses to challenges not discussed, and alternate ideas for those already discussed. All participants are invited to practice "sandwich" feedback.

## 2) OBJECTIVES OF THE TOOL

The objectives of "Giving and receiving feedback" training are:

- To minimize people's defensiveness when hearing, and guilt or uneasiness when saying, something negative;
- To demonstrate "sandwiching" when providing feedback;
- To provide feedback that is specific and diplomatic.

## 3) CONNECTION OF THE TOOL WITH THE ENEMY

Dealing with feedback correctly can make a person or company improve its activity and promote revenues, however, when dealt in an unappropriated way, it can lead to ruin. Being able to provide constructive feedback, that can be acknowledged by the receiver is an important tool for an entrepreneur.



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### 4) RESOURCES & MATERIALS

Resources and materials needed for the training are:

- A presenter that promotes discussion on the subjects and explains the “sandwich” feedback concept;
- A flipchart and marker;
- Writing material, in order for participants to write their ideas and take notes ok the session.

### 5) IMPLEMENTATION OF THE TOOL

- Step 1, 10 minutes. The group is asked to reflect about what is feedback, why is it important to give feedback, and in what circumstances. Their answers will be written on a flipchart. The presenter explains that they will come back to those topics at the end of the session.
- Step 2, 5 minutes. The presenter explains the concept of a technique called “sandwiching”, to minimize people’s defensiveness when hearing, and guilt or uneasiness when saying, something negative: provide a considered negative comment between two positive ones. The group is challenged to think why it might be good to give feedback in that way.
- Step 3, 20 minutes. Train giving “sandwich” feedback among the participants, about something that they have seen the other do, asking them to acknowledge any awkwardness and defensiveness, and explaining that the culture of giving and receiving feedback takes time to build.
- Step 4, 5 minutes. The answers on the flipchart are brought back and participants discuss for a few minutes possible responses to challenges not discussed, and alternate ideas for those already discussed. All participants are invited to practice “sandwich” feedback.

### 6) WHAT TO LEARN



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Participants can learn to provide constructive feedback, specific and diplomatic, which will allow it to be well received and put into practice, helping to fix or prevent unwanted behaviours and execution mistakes, avoiding the usual defensiveness of people who hear negative comments, and because of that tend not to implement them.



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