

# Delivering & Receiving Feedback

## Instructions

When doing the reading for this class, there are the two basic kinds of information you need to understand:

1. What are the main points or conclusions that an author accepts with respect to a particular issue?
2. What are the reasons, important considerations, and evidence that lead the author to accept that conclusion?

*It is information of the second sort that will be our primary concern, since our most basic task is to evaluate the reasons and evidence that are offered to support accepting one possible position on an issue, rather than another.*

## Reading

*Optional:* Stone, D., & Heen, S. (2014). Separate appreciation, coaching, and evaluation. In *Thanks for the feedback: The science and art of receiving feedback well* (pp. 29–45). Penguin Books.

## Questions

1. What do Douglas Stone and Sheila Heen mean by each of these forms of feedback? What are examples of each?
  - Appreciation,
  - Coaching, and
  - Evaluation.
2. Why do Stone and Heen believe that we need all three forms of feedback? What does each one of these lack that is supplemented by the other two?
3. What do Stone and Heen mean by “cross-transactions”? Why are they problematic? How may they be avoided?
4. What two recommendations do Stone and Heen give in order for these three forms of feedback to be effective?

To answer these questions you will have to reflect critically on what you have read and possibly re-read important passages.

Although I strongly suggest that you write out brief answers to these questions, you do not have to turn in written responses. You do, however, need to be prepared to speak intelligently about these issues at our next class meeting.