

# Feedback Doesn't Have to Hurt

Dawn Crawford



I'm Dawn Crawford  
Owner BC/DC Ideas

Cary, NC

I've had over 120 bosses



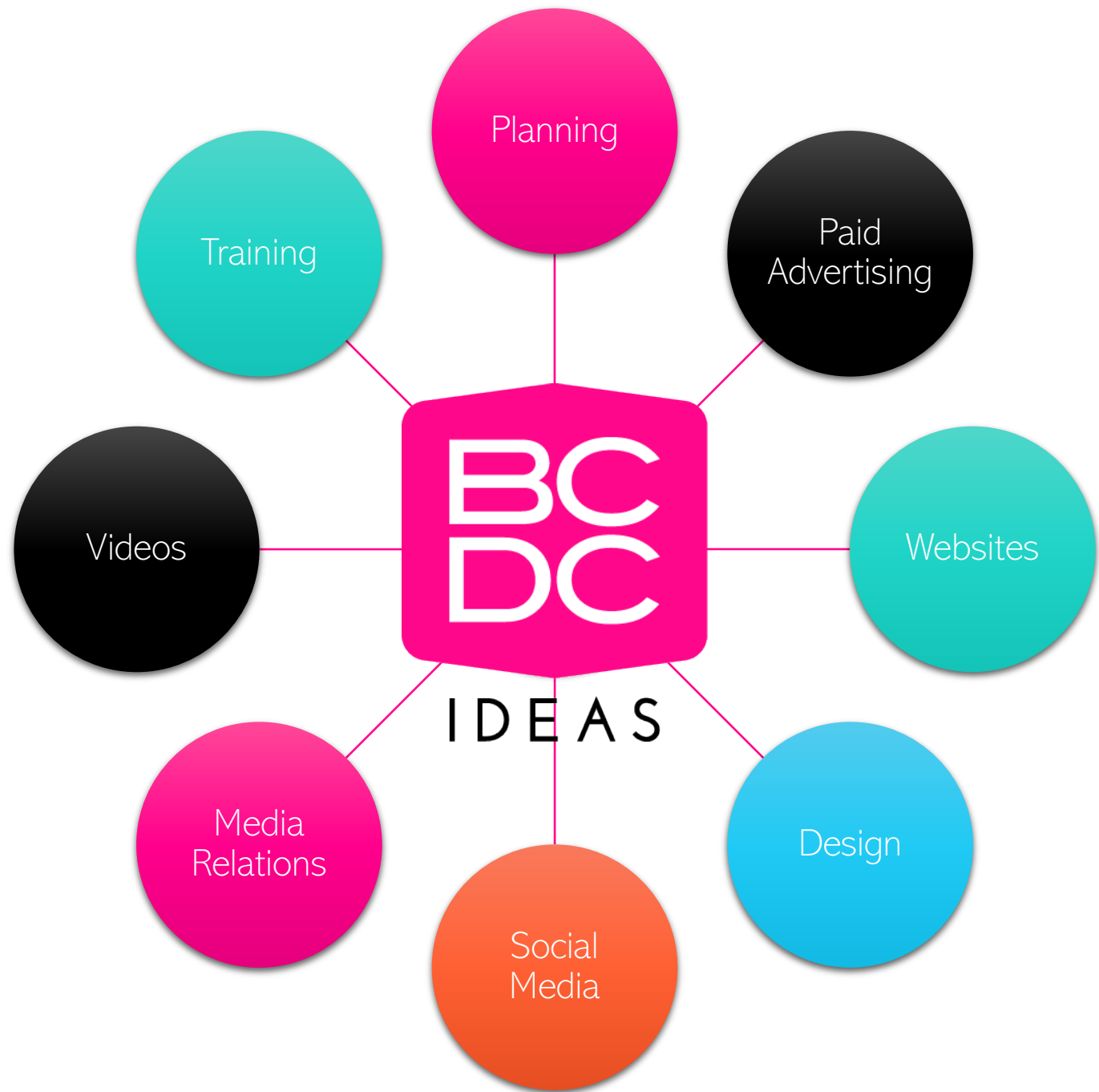


120  
bosses?!

- Full-service communications agency that works exclusively with nonprofits across the country
- **20+ years** of dedicated nonprofit experience paired with **10+ years** of corporate advertising experience
- [bcdcideas.com](http://bcdcideas.com) or [@bcdcideas](https://twitter.com/bcdcideas)



IDEAS



**VAX**  
NORTHWEST

**AIM**

Association of  
Immunization  
Managers

 **IMMUNIZE  
COLORADO**

 **tapi** The Arizona Partnership  
for Immunization

[WhyImmunize.org](http://WhyImmunize.org)

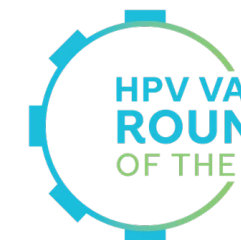


**VACCINATE  
YOUR FAMILY**

# Vaccine Communications Warriors!

 **American  
Cancer  
Society**

 **NATIONAL  
HPV  
VACCINATION  
ROUNDTABLE**

 **HPV VACCINATION  
ROUNDTABLE  
OF THE SOUTHEAST**

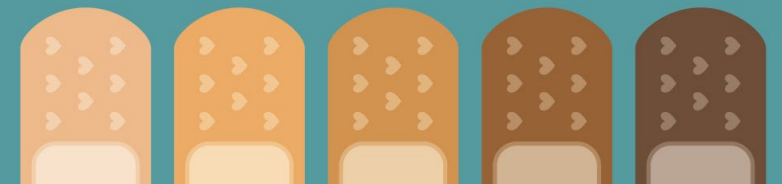
# Vaccinated My Community

- Communications Team to launch COVID-19 vaccine a Wake County Government
- Reached **80% vaccination rate** by August 2021
- Wake County was the site of President Biden's COVID-19 vaccine rally in July '21



I got my **VACCINE**  
for COVID-19!

**#VaccinateWake**



# Mind Set Check: The focus of this presentation

This is about **feedback**, review, critiques, changes, typos, whatever you call it **on daily work - reports, plans, etc.**

**NOT intended** as advice for HR, annual reviews, tough conversations, performance reviews.

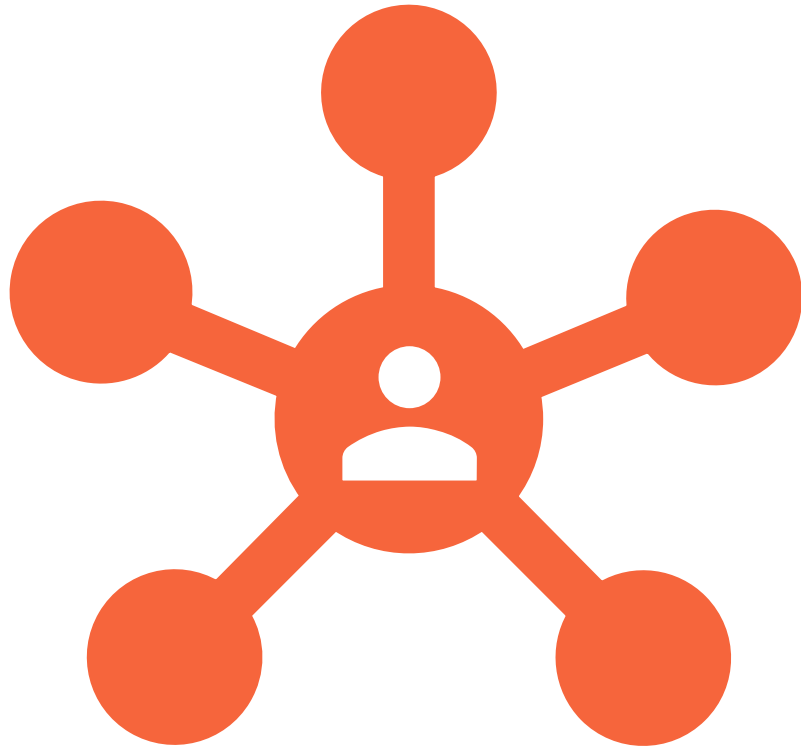





# GOALS

- Gain skills on how to provide and receive feedback using emotional intelligence and kindness
- Effective ways of managing/providing feedback up and down
- How to work with troublesome workstyles


# Commander >> Collaborator



- In a post-pandemic world, IZ teams are moving out of crisis mode.
- You are transitioning out of “commander” to “collaborator” to create well-functioning, sustainable teams.

A photograph of a paved road winding through a dense, green forest. The road has a yellow center line and leads towards a bright, glowing light at the end of the path, creating a sense of hope and direction. The text is overlaid on the left side of the image.

The way  
forward is with  
**kindness**



**Kind ≠ Nice**

- **Kind** is an action
- **Nice** is a feeling

Finding kindness in  
your creative process  
will produce better  
work and better  
people.



# Kindness Crisis





# Why Feedback Matters



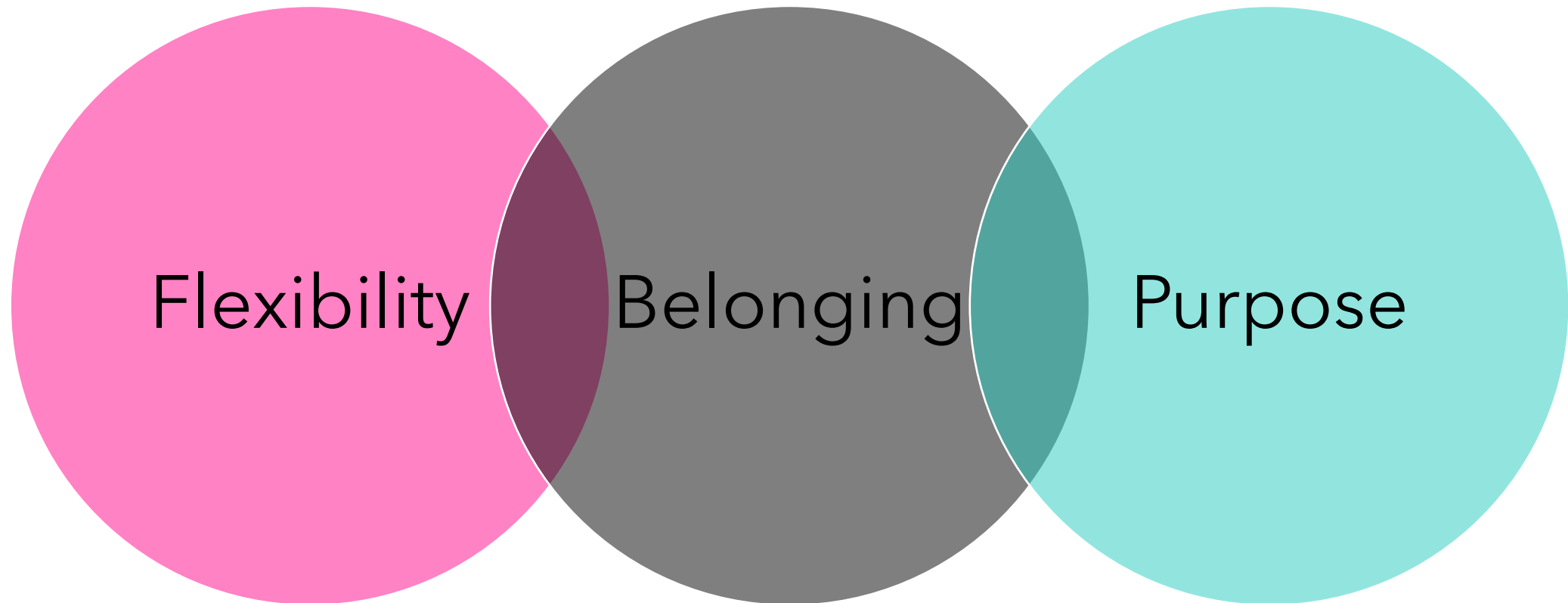
We need more

**JOY**

at work



# What do employees need?



Read a whole article about it here - **Harvard Business Journal** <https://hbr.org/10/creating-a-happier-workplace-is-possible-and-worth-it>



Low employee  
moral is due to  
**toxic feedback**  
on work

# Fussy Flower Arranging





**Remember:**  
Feedback doesn't have to hurt.



# Building Your Team's EQ



## Emotional Intelligence (EQ)

Ability to understand, use, and manage your own emotions in positive ways to relieve stress, communicate effectively, empathize with others, overcome challenges, and defuse conflict.

# The Four Pillars Of Emotional Intelligence

01

## Self-Awareness

- Recognize your own emotions.
- Understand how they influence your actions.

02

## Self-Regulation

- Manage emotions in a healthy way.
- Adapt to changing circumstances.

03

## Empathy

- Understand other people's emotions.
- Offer comfort and support.

04

## Social Skills

- Build and maintain relationships.
- Effective communication.

# Why is this important for teams?



Builds  
stronger  
relationships



Efficient +  
honest  
communication



Makes work  
suck less



# Effective, Kind Feedback Leads to Higher EQ



**Self-Awareness** of how feedback is given and its impacts



**Empathy** of understanding how others receive feedback



**Self-Regulation** to collaborate and find solutions



**Social Skills** with new way to effectively communicate



# Table Reflection



Have you seen toxic feedback in your career?



How do you handle toxic feedback?



# Why Feedback Hurts

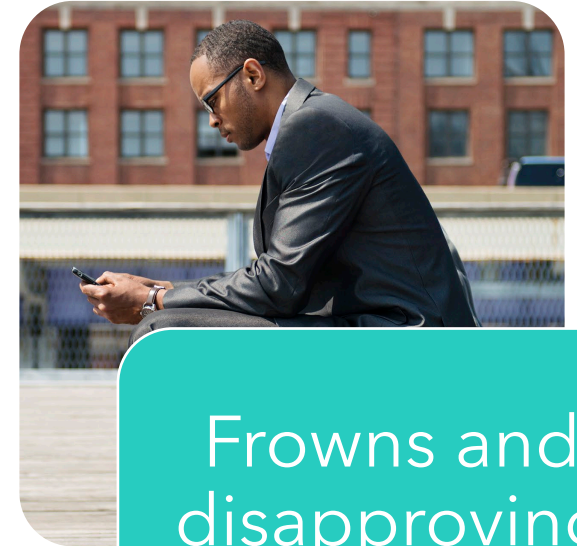
# We've received feedback all our lives



First smile as  
an infant  
when we  
finally  
pooped for  
the first time



High five for a  
job well done



Frowns and  
disapproving  
tones when  
we've missed  
the mark

Most humans  
have a  
negativity bias





# Negativity Bias

According to psychology, a negative bias is our tendency to remember negative situations or feedback more often and then obsess about them more often than not.

This thought process is also known as **positive-negative asymmetry**.



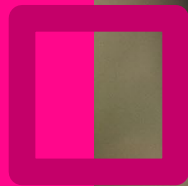
Negativity bias means we tend to focus on the bad comments and forget the positive ones.

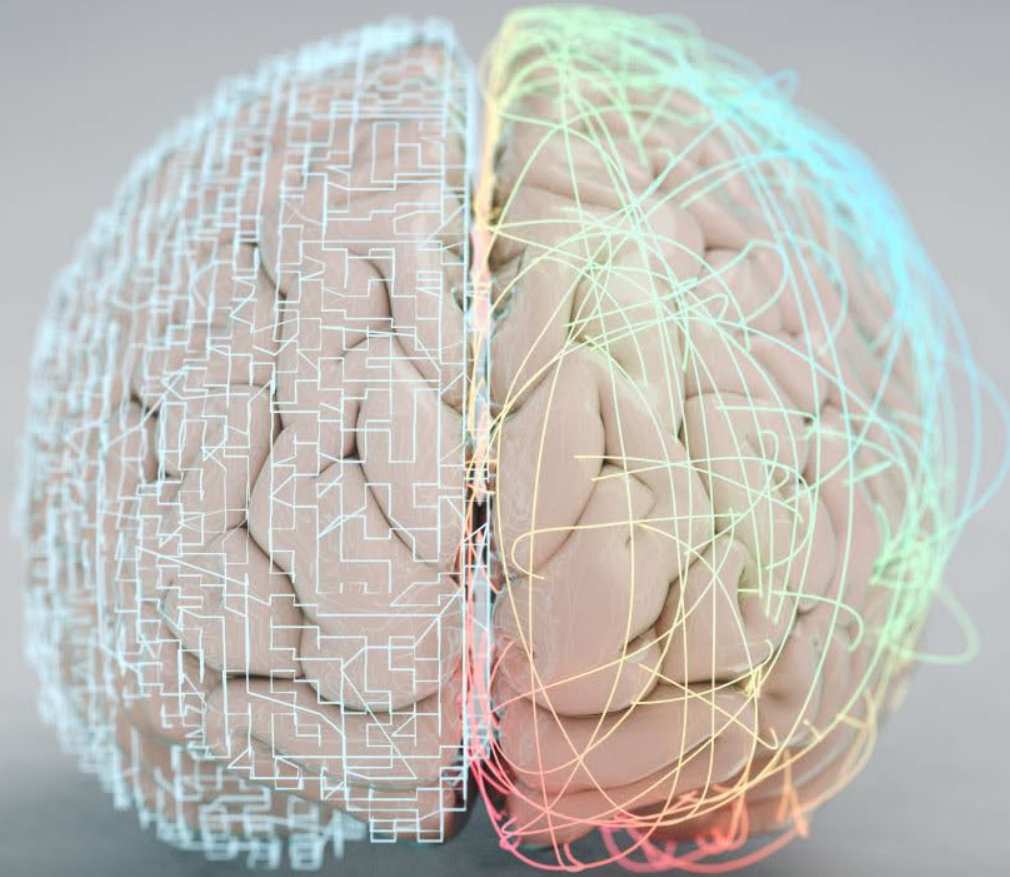
Obsession with  
the negative  
helped our  
ancestors survive



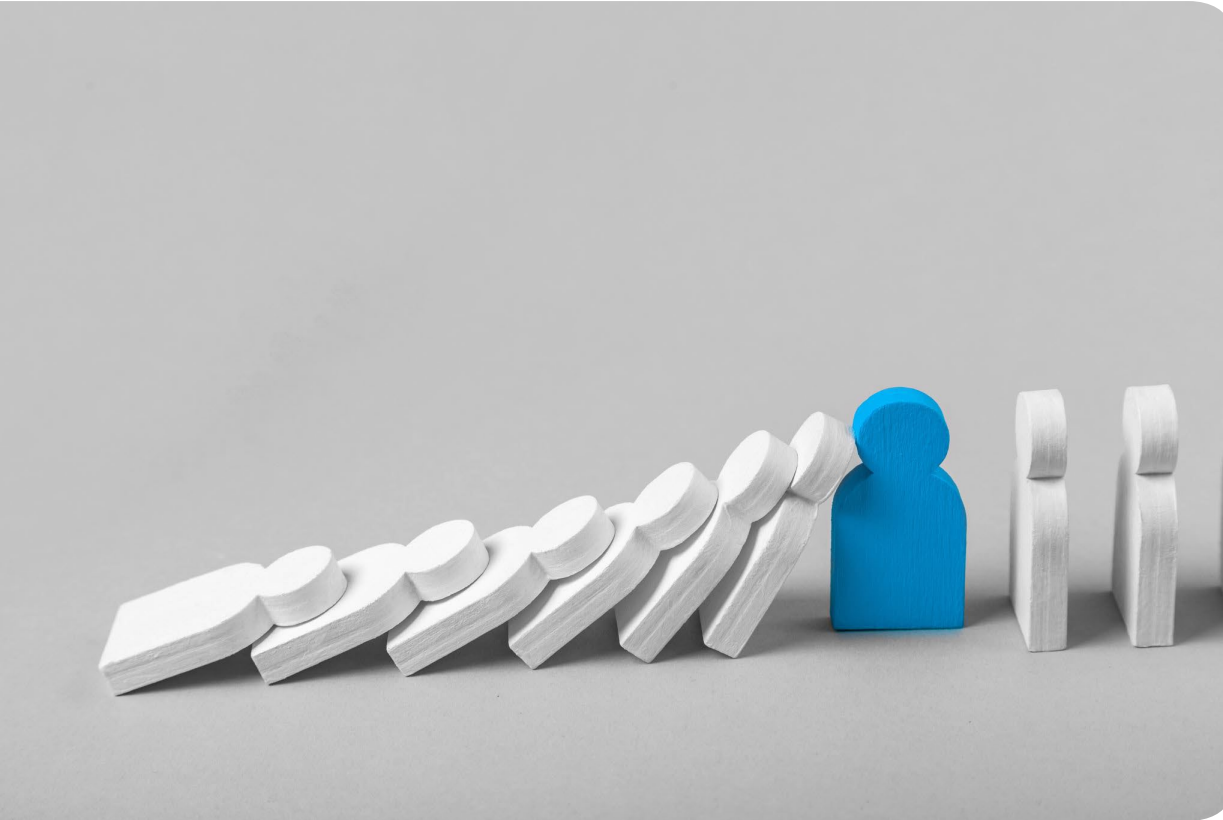


# Red Berries – Friend or Foe?





Our brains are simple sometimes.  
They want to reduce risk and maximize reward.



# Negative Bias Leads to Risk Avoidance



# Risk avoidance also happens when your coworkers find flaws in creative work.



We focus on what needs to “change” instead of saying what we love about the idea.

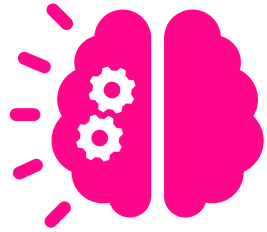


We point out the danger of typos and grammatical errors.



We grunt to our clan mates that the threat of being misunderstood or ridiculed is in our future.

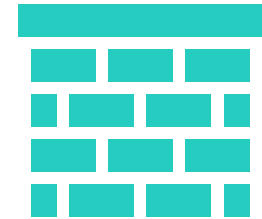
# What happens when we receive too much negative feedback?



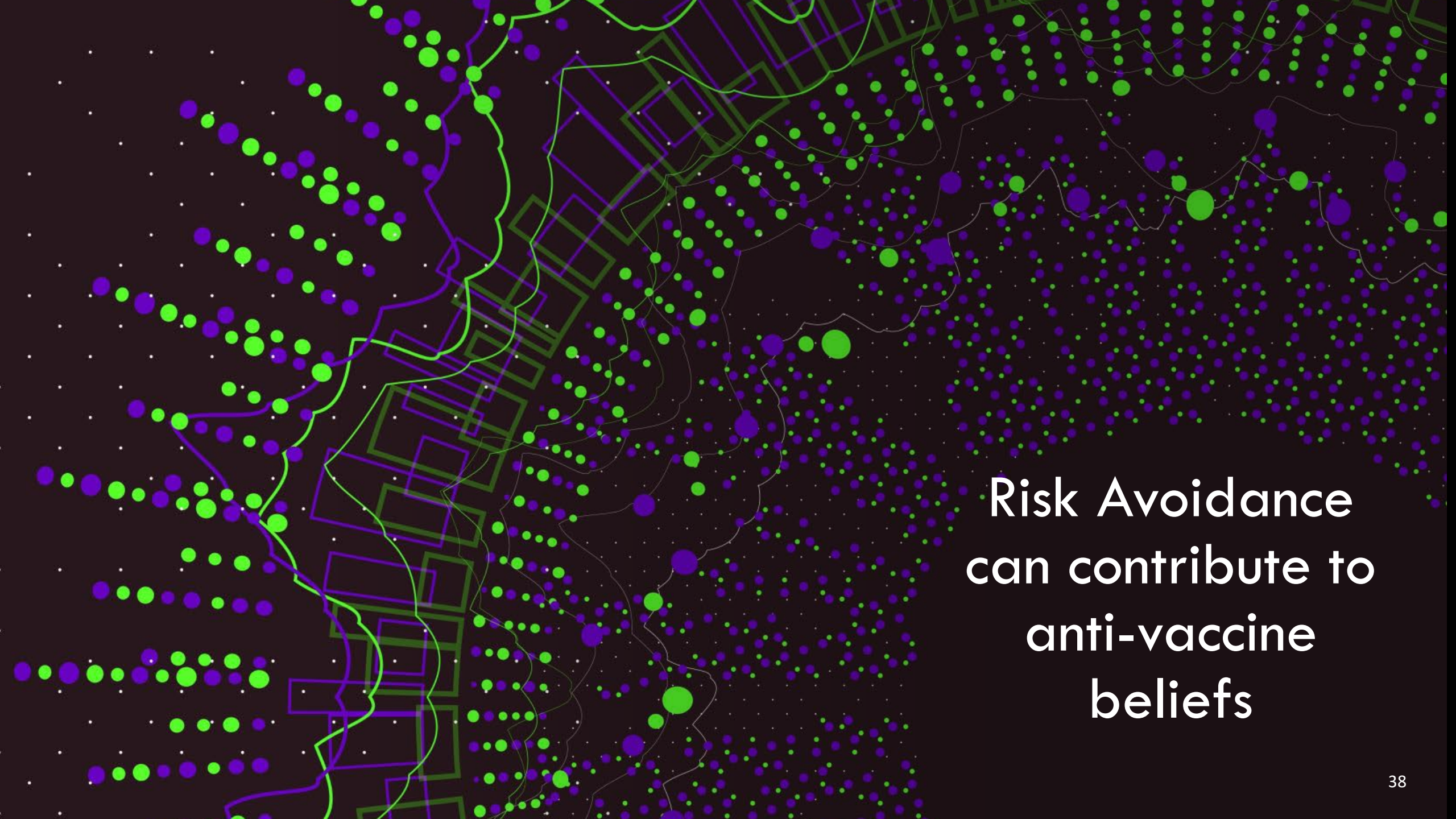
Our brain perceives a threat.



The amygdala is “hijacked” to prevent that threat.



Leading to reduced analytical thinking, creative insight, and problem-solving.

The background of the slide is a dark, textured field filled with numerous small, semi-transparent purple and blue dots. Overlaid on this are several thin, white, irregular lines that meander across the space. A prominent feature is a series of overlapping, semi-transparent white rectangular outlines that form a grid-like pattern, tilted at an angle. The overall effect is a complex, layered visual composition.

Risk Avoidance  
can contribute to  
anti-vaccine  
beliefs



# Negative Environments Freeze Brains

- Manifest as mental health challenges from anxiety to narcissism.
- Not brave enough to share our ideas or voice.
- We lose our ability to find a path to fix the problems.
- Our brains get tired.



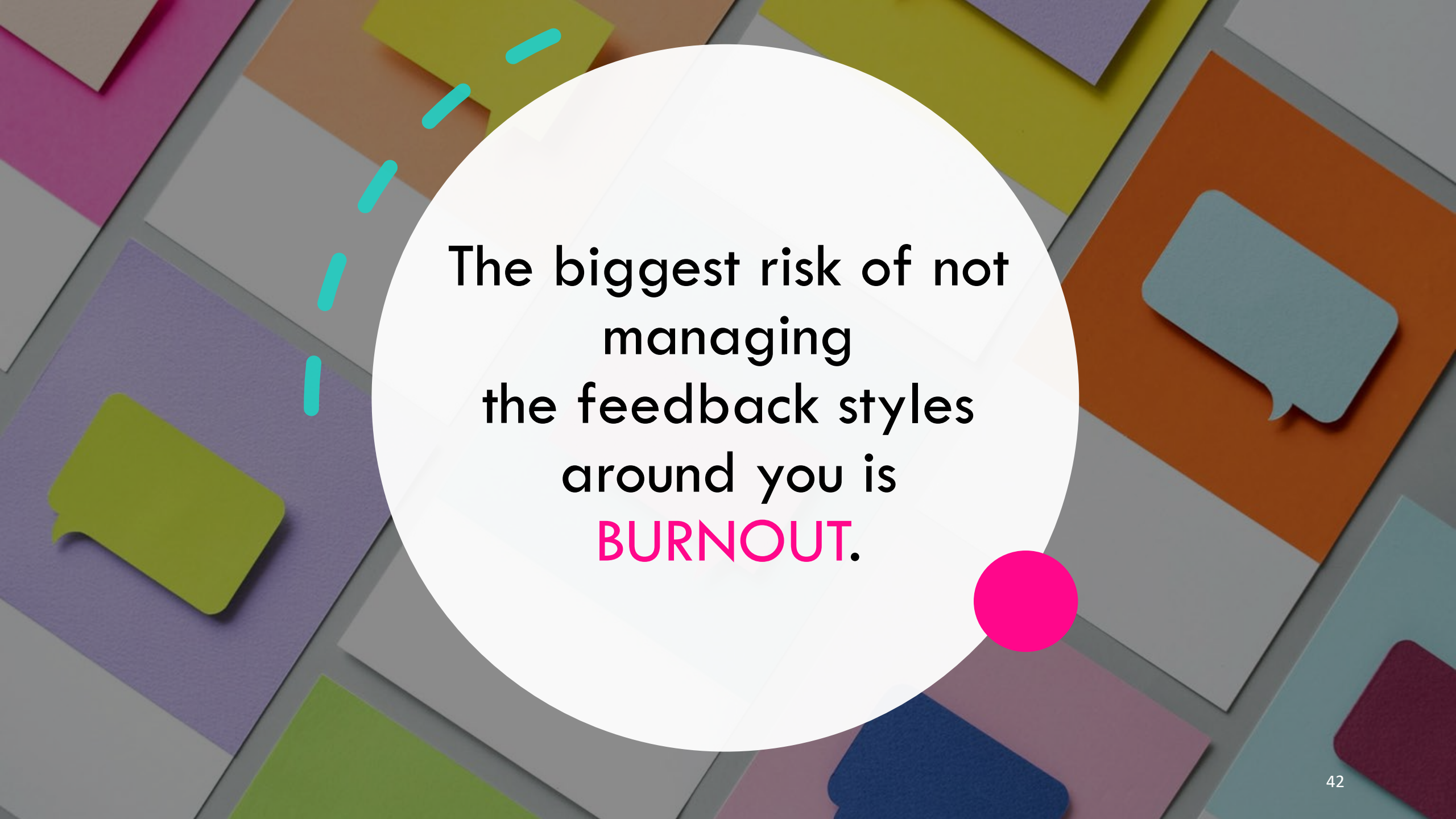
# Feedback Styles



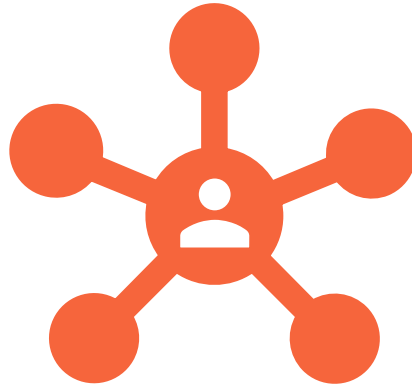


Remember  
Feedback on  
**daily work...**

ideas, presentations,  
reports, campaigns,  
etc.



The biggest risk of not  
managing  
the feedback styles  
around you is  
**BURNOUT.**



In working with over 100 bosses in 10 years,  
I've seen a lot of feedback styles.

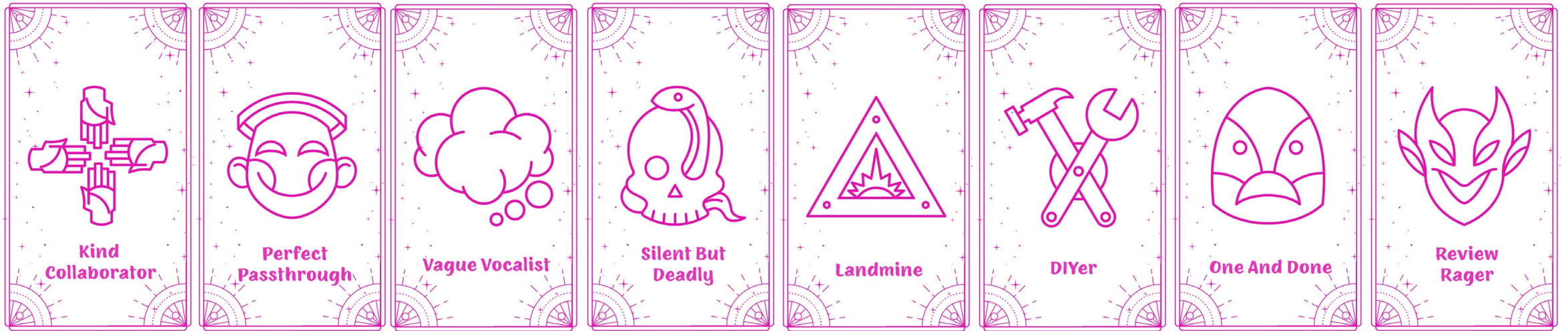
From harsh to kind, I've experienced them all.



I have discovered  
8 different feedback styles.

Only **1** is kind.

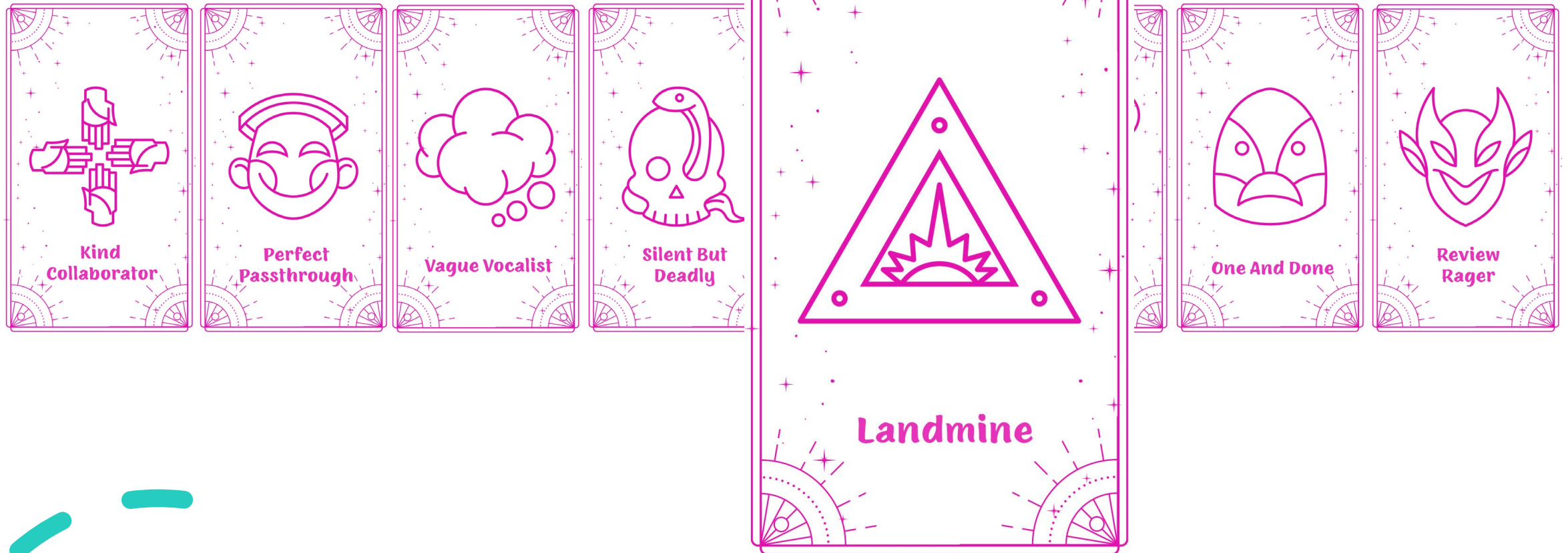
# Spectrum of Kindness



# Might Be One When You are **CALM**



# Might Be One When You are **STRESSED**





# FEEDBACK STYLE QUIZ TIME

[kindlyreview.com](https://www.kindlyreview.com)





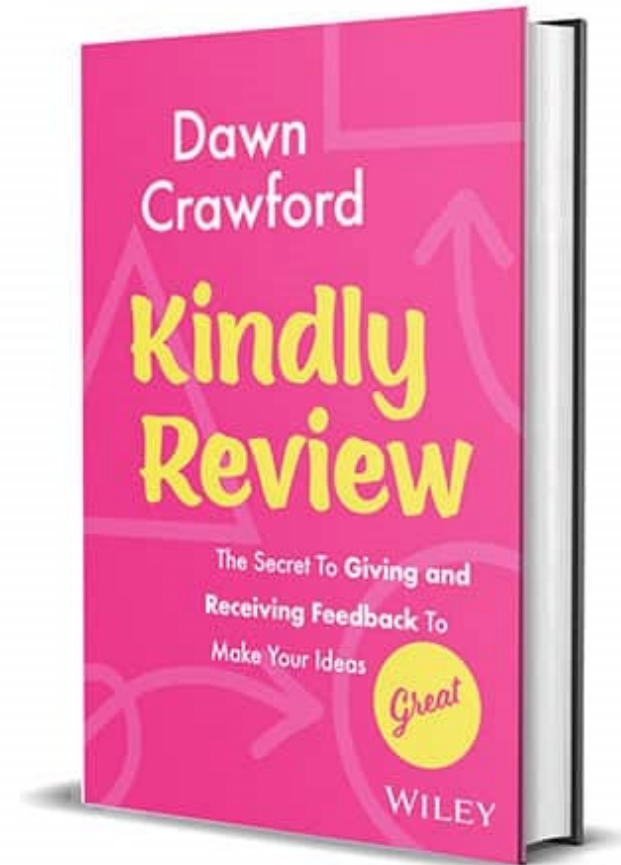
# Learn about all 8 styles in “Kindly Review”

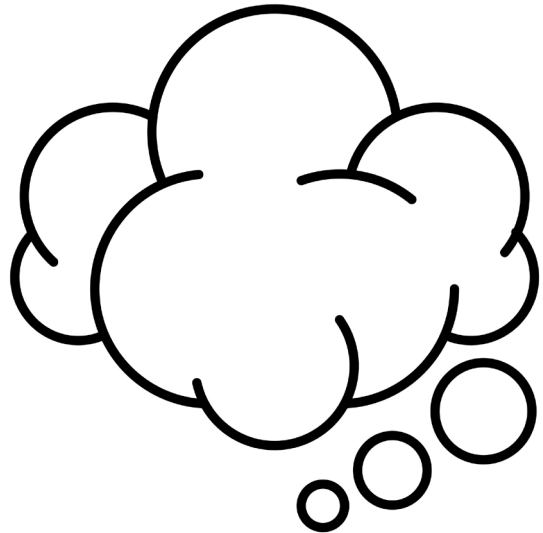
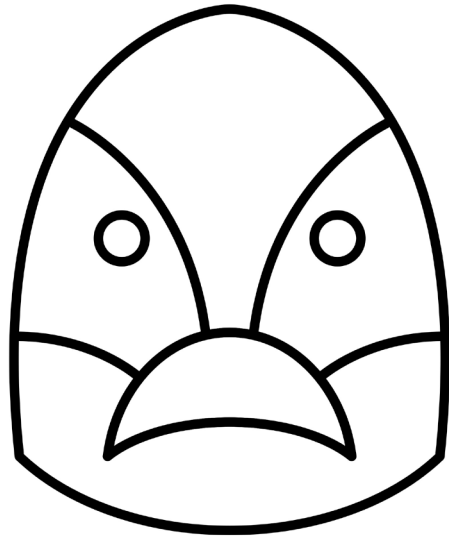
How to manage the feedback styles  
around you – AKA your boss

How to fix your own feedback style

Cringy stories with each style

[kindlyreview.com](http://kindlyreview.com)





## 3 Most Common Styles

One and Done

DIYer

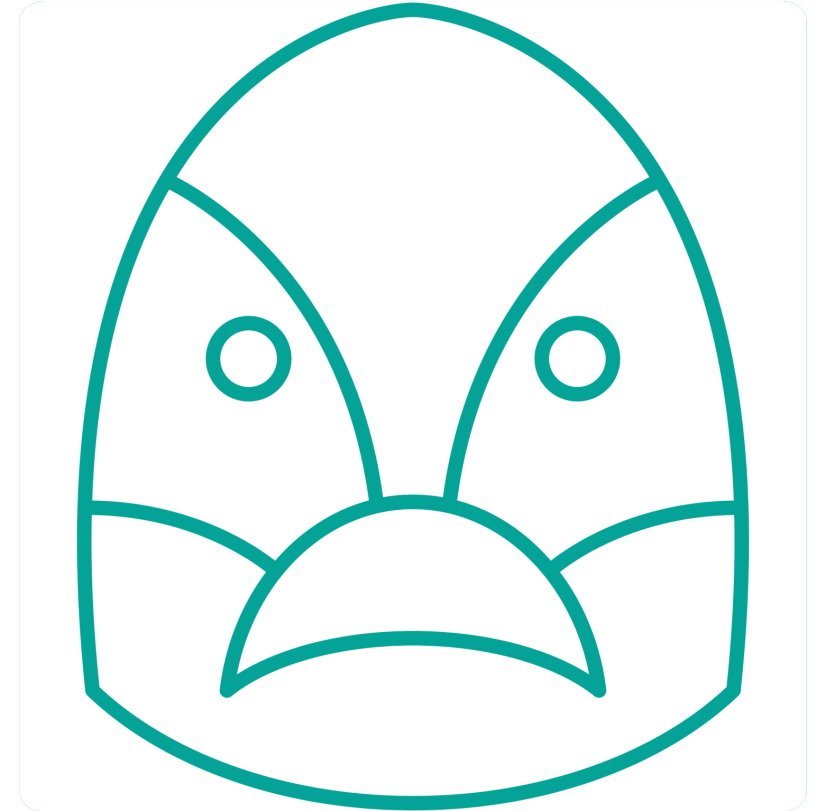
Vague Vocalist

# ONE AND DONE

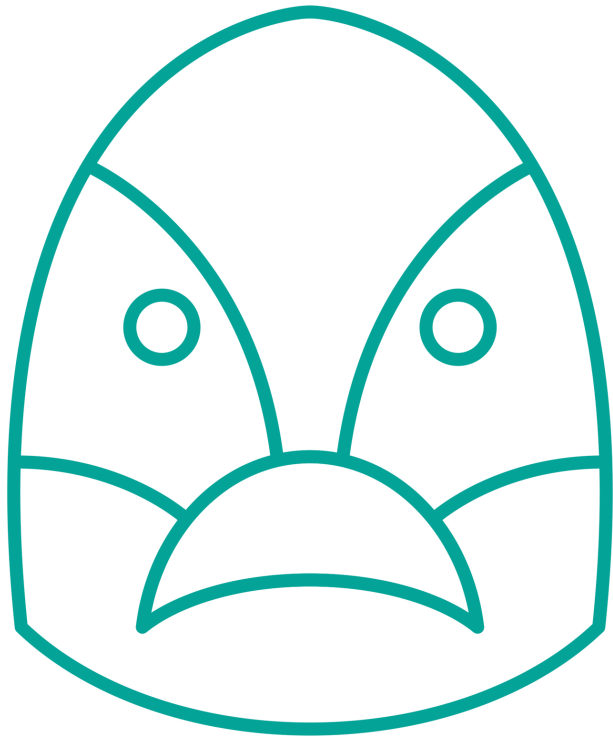
This reviewer expects the first draft to be the only draft and does not understand or value the editing process.

This review style can be adapted to show the value of the editing process if the reviewer is a kind human.

Often folks who do not work with communications very often.



# ONE AND DONE



## How to **GROW** as a **ONE AND DONE**

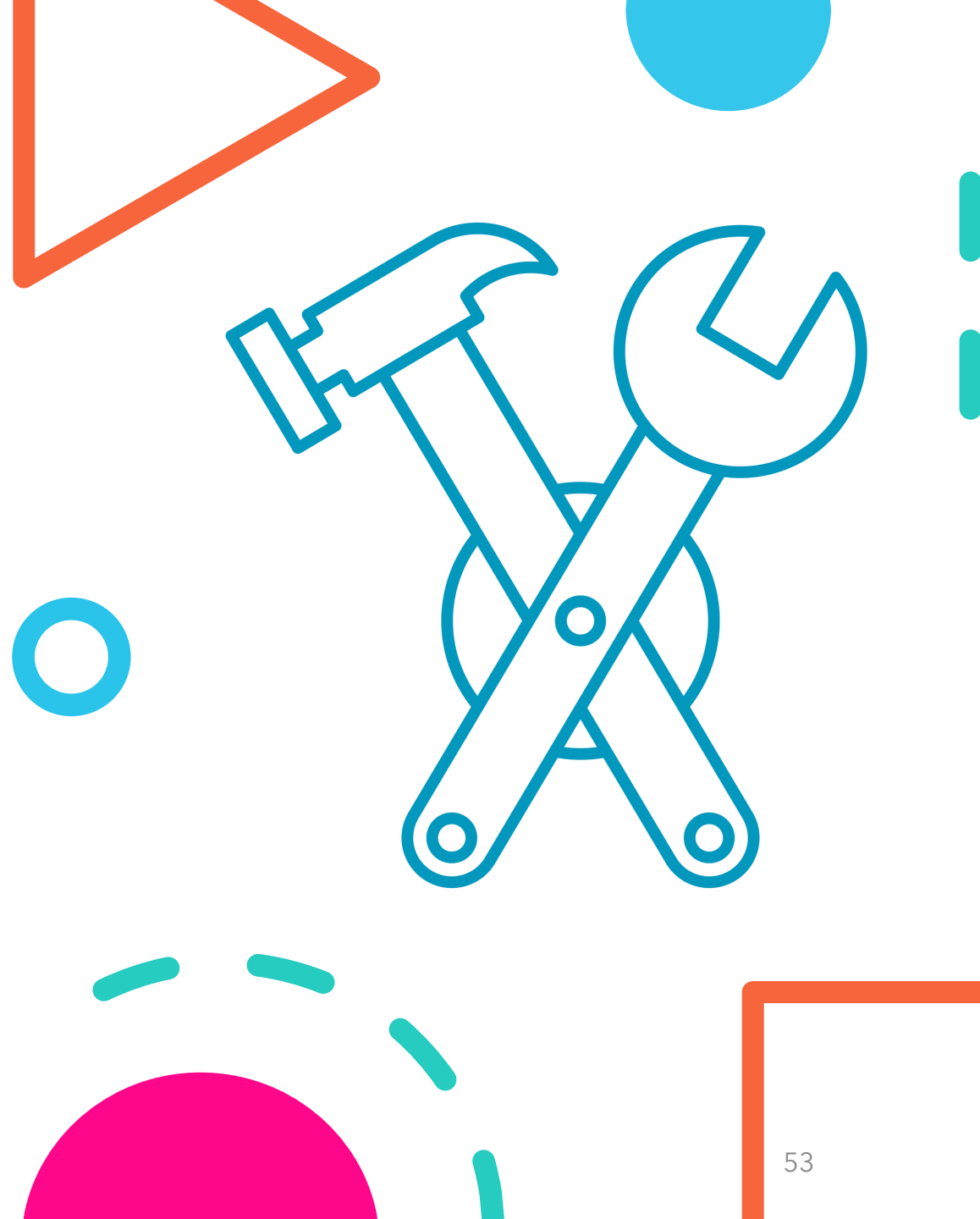
- Trust that great ideas come from a messy process
- Understand that your input in the creative process is necessary and valued
- **Encourage the ideas you like to see**
- Realize that feelings are an essential part of creativity, not structure and format

# DIYER

The work comes back wholly rewritten, with little time to collaborate on a rewrite.

This is the most destructive style of feedback. It leaves creatives demotivated to add creativity to the next piece of work.

Hardest to change.



# DIYER



## **How to GROW as a DIYER**

- You are not paid to do someone else's job
- **Include other viewpoints**
- Experiment with taking a light hand on feedback
- Tell the creator the parts you like and want to keep
- Understand that it's okay to fail as long as the team learns from it

# VAGUE VOCALIST

They are vocal about wanting change but not specific enough for the creator to know what they are looking for. "Can you add a page about X?"

This type often leaves the creator confused about how to move forward.

Kind but confusing feedback style.



# VAGUE VOCALIST



## How to **GROW** as a *Vague Vocalist*

- Know that creators cannot read your mind
- Start with what you like about the idea
- Give your feedback vocally instead of over email or through track changes
- Be concrete about what you want to change — “I like it this way”





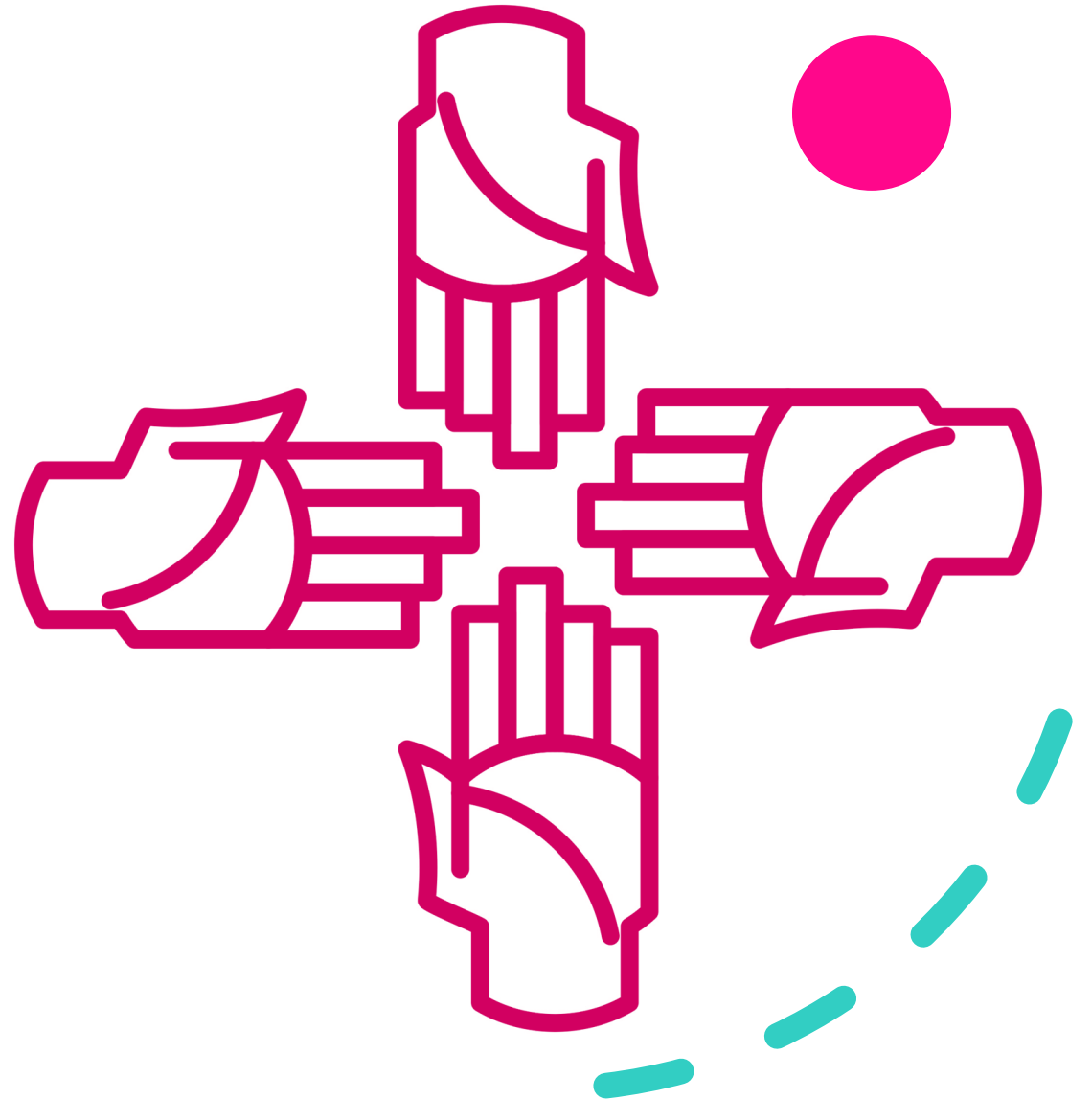
**What is the goal here?**

# KIND COLLABORATOR

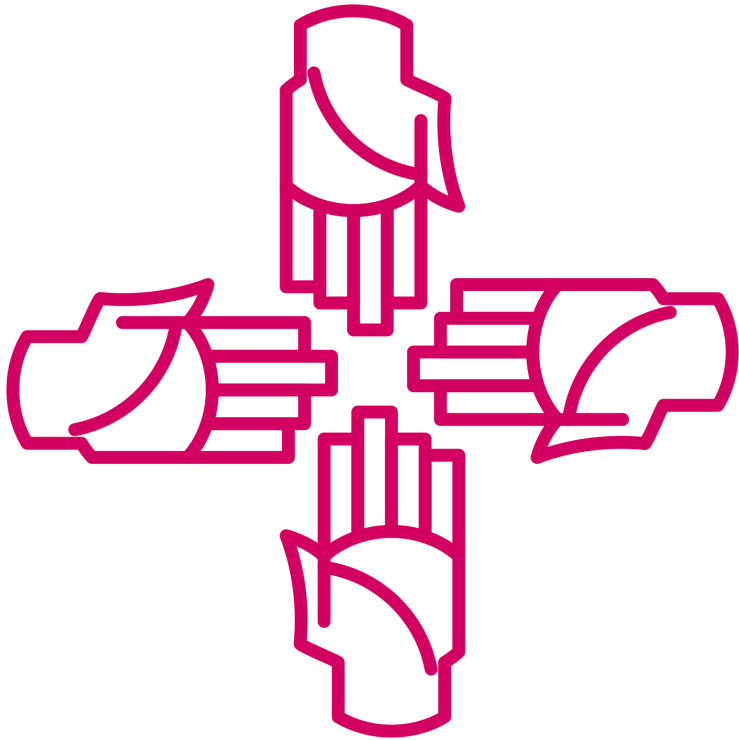
Has a clear vision and is honest when things need to change but accepts the creator's creative contribution.

Ensures the creator is working in line with that vision.

Working with them is easy.



# KIND COLLABORATOR



## To **BECOME** a Kind Collaborator

- Encourage good work, sprinkle encouragement around like confetti
- Embrace your role in the creative process
- Make time for the thoughtful, kind review
- Be clear about your standards and process
- Collaborate to make an idea great

# Table Reflections



How does your feedback style impact your team?

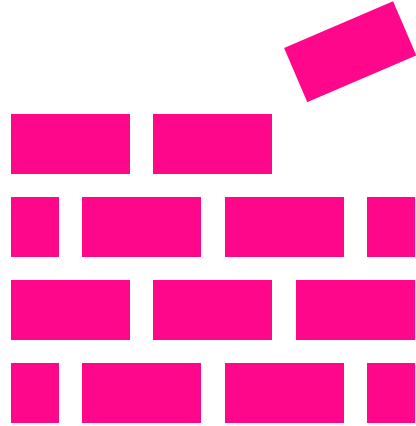


Do you see styles in other people on your team?



# The Positive Feedback Loop

# Definitions



## **CREATOR**

Person who makes a thing



## **REVIEWER**

Person giving feedback



# Most Feedback is Kind

- Working life is mostly about collaboration.
- It's about learning to work with people and manage our pride to see the value of a group project.
- Work is about the melding of minds to make an idea great.

# What is Kind Review?

Process of streamlining creative review to be:

- **Collaborative**
- **Efficient**
- **Effective**
- **Kinder**





Feedback should be  
used as a tool to  
**improve an idea.**





# Giving Good Feedback

# Words Matter

## Cat Shelter Vaccine & Microchip Clinic Flyer

Let's make this look very market-y and fun. Bold colors. Cats and dogs. Let's bring in some fun.

HEADLINE: Vaccination & Microchip Clinic  
Saturday, May 6

Protection = LOVE

What did I get?

# Vaccination & Microchip Clinic

## SATURDAY, MAY 6

Get your cat or dog vaccinated and microchipped for an affordable price!



### Pets/Owned Cats and Dogs

9 AM - 12 PM

8411 Garvey Drive, Suite 133C, Raleigh

Cats must be in carriers.

Dogs must be on a leash.

#### PRICE

- Rabies Vaccination: \$5\*
- FVRCP (Cats - Distemper) Vaccination: \$5
- DHPP (Dog - Distemper) Vaccination: \$5
- Microchip: \$15

\* The 3-year rabies vaccine is available for animals with a valid and current vaccination certificate. The certificate must be displayed at check-in. Otherwise, the one-year rabies vaccine will be administered. We must have the certificate; the tag is not sufficient proof.

### Feral Cats

12:30 - 1:30 PM

8411 Garvey Drive, Suite 109, Raleigh

Cats must be in a trap or carrier.

#### PRICE

- Rabies Vaccination: \$5
- One-year rabies vaccination only



# With Clear Direction, I got a better product

- I messed up. Let me re-task this.
- New copy! New design - let's do something like this with dogs and cats
- In the SAFE Care Clinic colors



CITY OF ROBSTOWN  
ANIMAL CARE & CONTROL

## VACCINATION CLINIC

Sunday, March 27, 2022  
10:00 am - 2:00 pm  
101 East Main Avenue

- Vaccinate all cats and dogs three months of age and older.
- Keep all pets confined on your property or on a leash.
- Make sure your pet is wearing a current Rabies Vaccination Tag.
- For general questions, including issuing tags, animal shelter, or fees please call 361-387-4589, option 3.



City Tags:

Unaltered: \$6.00

Altered: \$3.00

Dogs:

Rabies Only: \$9.00

Complete Series: \$22.00

Cats:

Rabies Only: \$9.00

Complete Series: \$27.00



**PROTECTION = LOVE**

Get your cat or dog vaccinated and microchipped for an affordable price!

# VACCINATION AND MICROCHIP CLINIC

**Saturday, May 6**

8411 Garvey Drive | Suite 133C

**Registration is required for this event.** There are no refunds. The vaccination registration is good for May 6 only.

Register here: [bit.ly/23vax](https://bit.ly/23vax)



**Pets/Owned Cats and Dogs - 9 AM - 12 PM**

**PRICE**

- Rabies Vaccination\*: \$5
- FVRCP (Cats - Distemper) Vaccination: \$5
- DHPP (Dog - Distemper) Vaccination: \$5
- Microchip: \$15

**Feral Cats - 12:30 - 1:30 PM**

**PRICE**

Rabies Vaccination: \$5 - One-year rabies vaccination only

Sponsored by the McLean Family  
in Memory of Jerry McLean and in  
Honor of Buddy the Feral Cat.

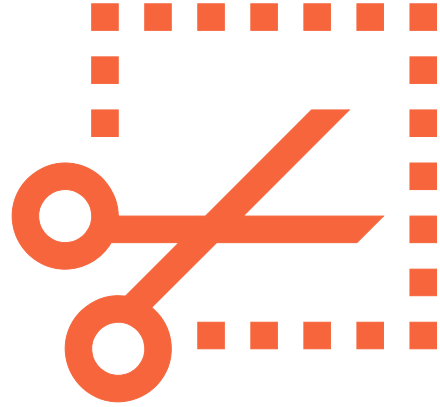
\* The 3-year rabies vaccine is available for animals with a valid and current vaccination certificate. The certificate must be displayed at check-in. Otherwise, the one-year rabies vaccine will be administered. We must have the certificate, the tag is not sufficient proof.



# Polish the Idea to Make It Shine

- **Ask yourself:** Does your feedback improve the idea? Or does it fix it?
- Having a mindset that you are **“fixing” your team’s work is unkind**. To fix something means that it was broken in the first place.
- On the other hand, if you have a mindset of improvement, you can see how to brighten the highlights and **make the product shine**.

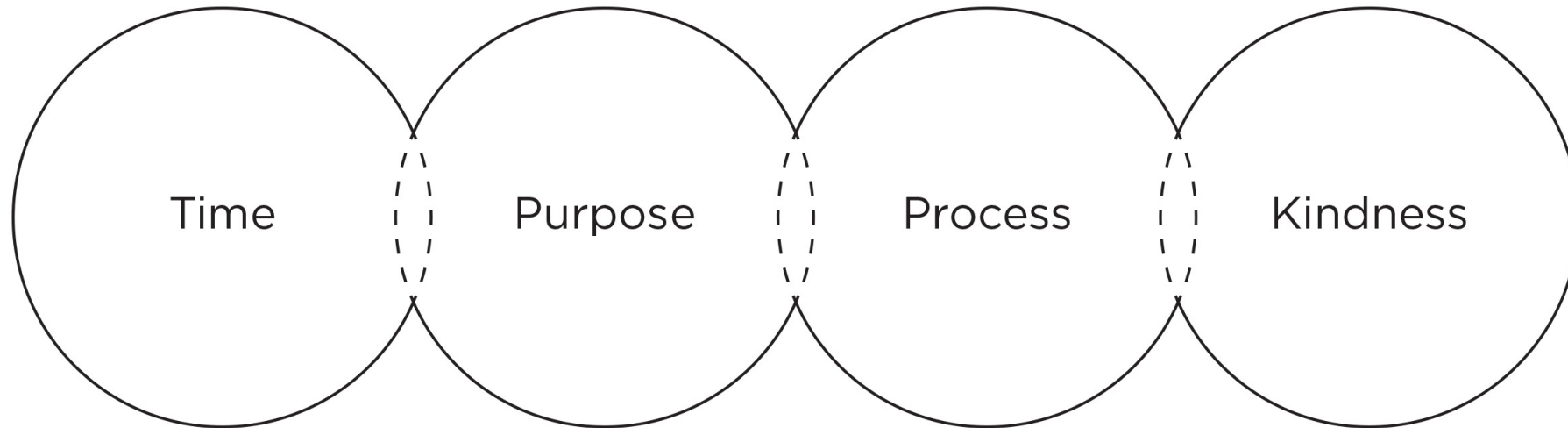




**It's always easier to edit  
than to create.**



# Good Feedback Includes



# Feedback should always



Focus on what you  
**LIKE**

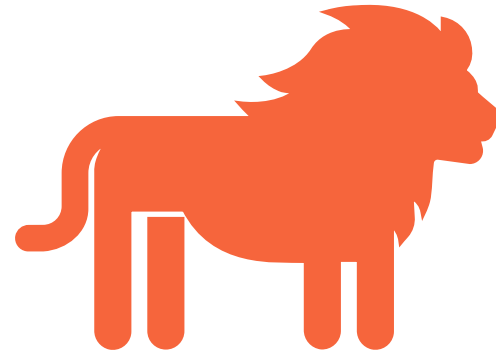
Then **IMPROVE**



# Strength in Collaboration



The best products are  
the ones where we see  
all who created it.



It's brave to share your ideas, but it's braver to allow others to help you make them better.

# You are in Control of Feedback

- ✓ Collaborate Fully
- ✓ Clarify When Necessary
- ✓ Defend Occasionally





# GOALS

- Gaining skills on how to provide and receive feedback using emotional intelligence and kindness
- Learning effective ways of managing/providing feedback up and down
- Trying new ways to work with troublesome workstyles


# Feedback should always



Focus on what you  
**LIKE**

Then **IMPROVE**



The background is a vibrant pink color. It features several geometric shapes: a large solid pink circle in the upper left, a dashed pink circle in the lower left, a solid pink square on the left side, a dashed pink square at the top left, a solid pink triangle at the top center, and a solid pink circle at the top right. A large white semi-circle is positioned on the right side of the page, containing the text.

**Be Kind**

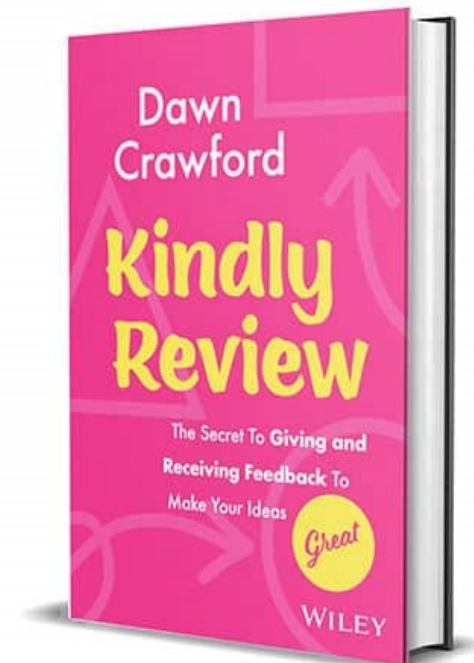


Sprinkle  
compliments  
like confetti!

Dawn Crawford

dawn@bcdcideas.com

@bcdcideas



9/3/20XX

Presentation Title