

The No Hard Feelings Guide to:

# GETTING FEEDBACK

When a colleague sees you make a mistake, her first thought is usually, “Should I say something?” You want the answer to be a resounding yes. “Make it wonderful to tell you hard shit,” writes Mark Rabkin, a Vice President at Facebook. Here are a few tips on how to handle criticism without spiralling into a self-loathing:

## Remind yourself that you need critical feedback to improve.

The instant gratification of praise feels so good that we often willingly trade learning opportunities for easy successes that reinforce our positive self-image. But adopting a growth mindset allows you to view criticism as a chance to get better — and make it more likely you get promoted.

**Ask someone who knows what they’re talking about.** When we need help, we tend to prioritize trustworthiness and accessibility over expertise. But studies show feedback only helps us improve when it comes from an expert.

**Use the word “what” instead of “any.”** If you ask “Do you have any feedback on how my presentation went?” the person can easily default to saying no. If you instead ask, “What could I improve about my presentation?” you invite specific feedback.

**Remind yourself the person is giving you advice to help you.** “A friend tells you that you have food on your face,” writes Genius CEO Tom Lehman. “A non-friend doesn’t give you the bad news because they don’t want to feel uncomfortable!”

**Keep a smile file (or folder).** Write down nice comments you receive. Save emails from colleagues thanking you for your hard work. Criticism will linger longer than praise, so being able to quickly remind yourself of what you do well will help you weather your inevitable gloomy moments.

**Remember feedback is never objective.** Even well-intentioned advice might paint an inaccurate picture; women are twice as likely as men to be described as “aggressive.” When evaluating feedback, ask yourself: how much does this person know about your work? How does their feedback map to your understanding of your strengths and weaknesses?

## STAGES OF GRIEF



## STAGES OF RECEIVING NEGATIVE FEEDBACK



*No Hard Feelings* teaches you how to figure out which emotions to toss, which to keep, and which to express in order to be successful at work. Available everywhere books are sold on January 22.

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# GETTING FEEDBACK

## Sources:

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