Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks
Episode 012: Do You Drop Feedback Bombs?
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Daphne Scott: Welcome to the Super Fantastic Leadership Show with Daphne Scott and…

Katie Hendricks: Katie Hendricks!

Daphne: This is *the* podcast devoted to supporting you in leading at the highest levels of effectiveness with the greatest levels of fun. Katie, how are you feeling today?

Katie: I was just appreciating how much I love it when you say, "…with the greatest levels of fun." I just love adding that in every week because business leadership is such a serious topic for so many people, and we've just really found that the more you're actually playing and having fun, the more productive you are and the more productive people around you are. I'm so happy we feature that.

Daphne: I am too, and we do say it every week, and we comment on it every week, and it is a different way of showing up. It leads into every topic we talk about, and it's no different this week. This week and the next couple of episodes, friends out there who are listening, we're going to be talking about feedback and criticism.

Katie: Yeah. Many people think they are the same thing.

Daphne: Right. Right, and they're not. That's the point we're going to make.

Katie: Yes, yes. Folks, stay tuned, because they're not the same, and if you, like many people, actually do have them fused and confused in your mind, then we have a show for you. We're really going to take a look at the very important differences between them. For all of you, I need to let you know I'm going to take a moment now to remove my cat, which is just about to disassemble something that my computer is resting on, from the room. All right, I'm back.

Daphne: All right. Your computer stand will not be destroyed, so that's good. Okay, so before we hit record today, we were doing what it seems to me, Katie, we tend to do as we're just kind of getting reacquainted with each other before we record the show, which is just sharing some appreciation.

Katie: Yes.

Daphne: Yeah, that's how we love to start our show.

Katie: We do it spontaneously. I want you to know we didn't plan that. It just happened spontaneously.

Daphne: Yeah, it does happen spontaneously, which is so great. It's also a way we love to start this show, and today we just want to say we appreciate all of you, all of our friends out there, parts of our tribe and our community who invite us into your world every week. We recognize what a privilege it is to have you taking the moments, this 30-35 minutes every week, to listen to Katie and me share our thoughts and our ideas about leadership. Thank you so much, and it's a total privilege to have you listening to us.

Katie: Yes, it's very exciting, and we really feel like we're including you in the conversation and can feel your energy and welcome your questions as well as themes you would love to hear discussed. Thank you so much for all levels of your participation.

Daphne: Yeah, and I'm glad you said that about the questions because today we're going to answer a couple of questions, and actually, these were posted by Kristen Van Dinter, and Kristen, thank you so much for listening. I know you listen each week, and thank you so much for posting these.

I want to read a couple of her questions, and I thought, Katie, we could just do a couple of quick comments since she was kind enough to post them. Here is one of her comments. Kristen says, "If we stay busy and the victim of time, then we won't have to be responsible for the quality of the work we produce, right? No one would blame me for work that is 80 percent good when they see how *busy* I am."

Katie: Oh yes. "I've been so busy. Don't bother me." When I heard that, the very first thing that came into my mind was that wonderful scene from *The Wizard of Oz* when the wizard is busily making all kinds of noises and smoke, and then the dog pulls the curtain back, and he says, "Pay no attention to the man behind the curtain."

Daphne: Yes, he has all of the levers.

Katie: All of the levers going *whoosh*, *whoosh*. If a person is keeping busy, that's just as much of a persona, and what I would wonder about is whether you're choosing to do what you're doing and if you're giving it your full attention or not, because I've found I've gotten so much more effective and more spacious when I really made friends with that persona who had to look busy but basically didn't like a bunch of what I was doing.

Daphne: Yeah. I have a very similar experience. I tend to *feel* more what I would call busy when I'm sort of at the effect of my unconscious choices around what I'm doing.

Katie: Yes. That's a great way of putting it.

Daphne: Yeah. Okay, so here's her other question. I thought this was a really powerful question. "Do you think 'I'm right' junkies can start to trade in that pleasurable hit of adrenaline with connection and collaboration instead of being on the triangle where there can only be success for me if it is versus you?"

Katie: What a great question, and I love the way she frames that.

Daphne: Yeah, I did too.

Katie: Yeah, well, what comes to me is I've experienced it, I've seen it in all kinds of settings, and I've seen it in all kinds of organizations. Actually, collaboration and working together and conscious listening and supporting the emergence of something you're doing together is actually way juicier than being right.

Daphne: Mm-hmm.

Katie: Being right is such an addiction. The adrenaline addiction isn't something you can talk yourself out of, so you can't logically tell somebody that collaborating is going to be better for them, because they'll go, "No way!"

Daphne: Right.

Katie: And they'll be right in that moment and feel the adrenaline rush, but in the demonstrating of it… I think that's where it becomes really powerful.

Daphne: Yes. I agree. What came to me even as you were talking and as I read the question here, Katie, was, "Someone has to go first," right? We can get really caught up in what others are doing and whether others can shift off the triangle. I get asked that question all the time. "What if I want to shift but they don't want to?"

Katie: Yeah, that's the number one question we get also.

Daphne: Yeah, isn't it interesting? Really what it comes down to is, "Are you willing to be first, so to speak, and to shift yourself off the triangle and watch where you get in the grip?"

Katie: Yes.

Daphne: That is more important than what anybody else does, so…

Katie: Oh, totally, and besides, not only are you stepping in…now you do take the courage to take that step…but you get to enjoy creating.

Daphne: Yes.

Katie: You're having the experience of being in your creativity, and that actually will not only demonstrate, but people will feel it. They'll see it and they'll feel it, and they'll say, "What's she doing?"

Daphne: Yeah, absolutely.

Katie: "What's he doing? I want that."

Daphne: Well, it comes back to kind of an emotional contagion, right?

Katie: Yes.

Daphne: Our emotions are contagious, so yes, perfect. Well, Kristen, thanks again for posting those questions, and anybody who has any questions, post them. We'll answer them. We will address them on the show.

Katie: We will.

Daphne: We will, and if you're interested in finding out more about what Kristen was asking about, you can listen to episodes 5, 9, and 11. If you want to know more about change and productivity and where we talk about the triangle, it's all contained in those episodes, so feel free to dial into those. All right, Katie. We're going to jump into feedback and criticism.

Katie: Critic-ism.

Daphne: That's right. I do not like -isms of any sort.

Katie: Yeah, I don't think people do, but I think people get caught in them and don't realize they've created a little edifice called an -ism.

Daphne: Yes, I love that guess. Absolutely. And boy, I don't think there is anything that can create drama between people quicker than this idea of giving feedback and receiving feedback, right? There is tons of information written on this. Books are written on this. I think one of them was *Crucial Conversations*, which came out several years ago.

Katie: Yeah.

Daphne: There are tons, right?

Katie: Tons. Yeah. Just about every point of view where you're talking about the subject…

Daphne: Yes. Yes. That's great, and we're going to get into, "It's great to talk about it, but what do I really do?"

Katie: Yeah. "What am I going to do differently? How can this be different for me?" Because what I see over and over again is that most people grew up in an atmosphere where criticism was considered one of your major tools for rearing children.

Daphne: Yeah.

Katie: And it was considered effective. "Criticism works." We haven't yet really sloughed off that erroneous point of view, that, "I'm only telling you this for your own good," and then *wham!*

Daphne: Right.

Katie: So most of us carry that early listening for criticism into our adult interactions, so it's pretty near impossible for anybody to get free of having to kind of swim through some muck in order to get clear.

Daphne: Yeah, that's so important, especially what you said there about what you're listening for, right? We touched on listening filters a little bit, I think, in our listening episode, which was episode 2. We have touched on that.

Katie: Yeah.

Daphne: What Katie and I are up to here is we're going to make a distinction. Let's just start off with that, Katie. Let's make a distinction between criticism and feedback.

Katie: Yeah.

Daphne: And in our world, they're not the same.

Katie: And in the world of actually communicating with another person, they are not the same.

Daphne: Yes.

Katie: It leads to some other crucial questions we want to cover in this particular episode, but the big distinction that has made the most difference for me is that criticism is an attack on your being.

Daphne: Yes.

Katie: So if somebody criticizes you… For example, "God, your desk is a mess! You're such a slob!" That is a criticism, because there is nothing you could possibly do about it.

Daphne: Right.

Katie: Whereas feedback is about measurable behavior that could actually be changed.

Daphne: Yes, and I want to read these two definitions because they are very clear on that. These are right out of a dictionary.

Katie: Oh, well then we know they're real.

Daphne: Right. They just point to exactly what you said. "Criticism: to consider the merits and demerits of and judge accordingly; evaluate; find fault and point out the fault of _____."

Katie: Point out the fault of…well, whatever it is you're focusing on. Of course.

Daphne: Right. So Katie, would you just point out all of my faults to me, please?

Katie: We only have 20 minutes here, so…

Daphne: It's going to be a much longer show.

Katie: Yes, we have to have one just for that.

Daphne: Just for that. *Feedback* is "the transmission of evaluative or corrective information…" Here's what's important about the difference. "…about an action, an event, or process." Those are behavioral things.

Katie: Yeah, they're measurable.

Daphne: They're measurable. I can measure an action. I can measure an event. I can measure a process. You'll notice it doesn't say, "…and all of your stories about the person attached."

Katie: That's right! That isn't even in parentheses.

Daphne: No, and it doesn't just trail off. "Find the faults of _____." So even the distinctions in those two words from just the good old dictionary are really clear.

Katie: It's always good to go to the dictionary, because people have been thinking about these kinds of words and the gestalt of them for a long time, and I always love to go to the dictionary and find out where this came from and how people have been using it and how it has changed. It really gives me a place to stand from which to explore.

Daphne: Yeah, and I actually think we're going to bring that up, where the word *critic* actually comes from, which is kind of interesting. I remember reading something about it. I just can't remember at this moment. We'll get to it. It'll come back to me eventually.

Yes. Okay, great. So we're talking about the distinction between feedback and criticism. We're really establishing that criticism, as Katie said so eloquently (as she always does), is an attack on the being, right?

Katie: Yes.

Daphne: So we see something as a leader that we might not prefer or something that we think isn't right, and we're off to the races.

Katie: Also, I love this question. The biggest question I think comes up for people when they're in a leadership role is, "How do I tell somebody to change something without getting them upset?"

Daphne: Yes.

Katie: "Without getting them upset" is the thing that's in parentheses, because there are some things about that over which you don't have any control, and there is a lot leaders can do to really open the atmosphere so we're really focusing on measurable feedback. And there are things we can do as the listeners, as the receivers, of what may sound like criticism to actually change the context.

Daphne: Yeah, and that is such a great setup because really what we want to establish first is the context of feedback, right? Where are we coming from with our feedback? I find, Katie, in my experience, that this is the number one driver of how well feedback can be given and how well it can be received.

Katie: Mm. Yeah, that's great, and I'm imagining that… I want to find out what you've seen and see if it compares to what I've seen about what keeps that from happening. What intention keeps that flow of feedback and actually shifting and synthesis and new collaborations from actually happening?

Daphne: I have a theory, Katie, and I call it the Feedback Bomb Theory. Here's how it works.

Katie: Okay!

Daphne: So I'm a leader, and I have my team, and I notice this person doing something. I see it, and I kind of get that little niggle. I'm kind of uncomfortable. "That doesn't seem so good." I don't say anything about it. I just put it in the back of my mind, and then four or five days later, the same thing happens again, and I don't really say anything about it, because I don't want to make them upset.

Katie: You don't want to be petty.

Daphne: Yeah, I don't want to be petty. I don't want to make them upset.

Katie: They'll get over it, maybe.

Daphne: Yeah. And I'll lead harder.

Katie: Oh yeah, you'll lead harder. Right. You'll show them a different model and just hope they pick up on it. *Wink, wink.*

Daphne: Yeah, *wink, wink.* We have a meeting coming up in a couple of weeks, so what I'll do is just bring it up in a global environment. I won't really talk to them about it.

Katie: "I've noticed some of our colleagues have…"

Daphne: Until eventually, Katie, I can't take it any more, and now it comes out like a fire truck leaving the station. It's an emergency.

Katie: With all sirens blaring.

Daphne: It's an 11-alarm fire, right?

Katie: Yeah.

Daphne: So what has already happened from the context perspective… We've talked about the drama triangle. We've talked about above and below the line. What has happened to me as a leader is I'm so at the effect of this person now or at the effect of their behavior (which turns into

being at the effect of the person) that my feedback comes out so I'm either a victim, villain, or hero, right?

Katie: Right.

Daphne: My feedback gets delivered in a way that, quite honestly, probably gets turned more into criticism, and it comes out in a way that just really sets up the entire communication process for failure to stay in connection.

Katie: Yeah, because then that person's only other option is to step into one of the other roles.

Daphne: Yes. Exactly. So it's an interesting loop because the more afraid we are to give feedback, the more likely we are to withhold it.

Katie: Yep.

Daphne: And the more we withhold it, the more likely we are to create exactly what we didn't want to create in the first place.

Katie: Right. So here's what I would add to this, Daphne. I see something, and then I start to say something or I think about saying something, and then I get scared.

Daphne: Yes.

Katie: I don't recognize I'm scared. I don't presence my fear. I don't say anything about my fear, even to myself, and then I withhold.

Daphne: Yes!

Katie: Then when I'm in fear, that other person looks like the enemy, and when they look like the enemy, then I'm justified in criticizing them, because that's our office way of killing other people.

Daphne: Wow. Isn't it? That sounds hardcore.

Katie: Well, I think it gets really hardcore.

Daphne: Well, it does.

Katie: I've seen people use what's called feedback and add these tonalities and nuances and implications, and it's like if you just read the transcript, you would think, "Oh, that's pretty solid feedback."

Daphne: Yeah.

Katie: But then when you add in the actual audio and then the body language, what you often get is a kind of shame game where people are using their own fears to see the other as the enemy. I think that is the basic problem because then the other person receives that. They know you don't see them as a whole, capable person. You see them as somehow deficient.

Daphne: Yes.

Katie: I know very few people who can just cheerfully say, "Yes, I also think I am deficient. I appreciate you pointing that out."

Daphne: "I am a slob! Thank you!"

Katie: Yeah, "Thank you so much!"

Daphne: Yeah, and Katie, that is so great because the other part of this context is, "Are you really for the person?"

Katie: Exactly.

Daphne: Right? I mean, that's the whole deal. Are you for them? There's this leadership idea of, "Are you for their development? Are you for them being successful?" You can't be for them if you're seeing them as the enemy in your own fear, which is perfectly put, because that's exactly what's happening. The more we get afraid about sharing the feedback and naturally withhold it so we don't have to confront our own fears… Now we've just set up the context.

Katie: My mind started really roaming around as you were saying that, thinking about what it is I can do. I know there's a lot we can do as the receivers, which is a whole other aspect of this, but as the communicators, what I have found is that whatever shift I need to make is a shift into seeing the other person as whole and experiencing myself as whole in the moment.

I may not start out that way. I may start out by going, "What are you doing?" inside my head. "I can't believe that report is completely backwards! It's the opposite of what I asked you to do!" This is going on, and I can take a couple of breaths.

Daphne: Yeah.

Katie: I can change my physical position. I can get some flow going in myself, and then I can say something unarguable about what is actually happening.

Daphne: Yeah.

Katie: "I'm scared to start this conversation because I think it's a big topic for both of us."

Daphne: Mm-hmm.

Katie: Then just pause for a moment to let that kind of settle, rather than charging ahead like a bull and just running over the person.

Daphne: Yeah, and Katie, in our organizations, if you're not comfortable yet… If you're listening to this podcast, you must be very interested in *getting* comfortable with this. Katie goes, "You wouldn't be listening to us if you weren't." But being able to talk about our feelings, like to say, "Man, I want to have this conversation with you, and I'm scared…"

Katie: Yeah.

Daphne: Or we'd say it a different way, like, "I'm nervous to have this conversation," because the truth is people can see it anyway.

Katie: Of course.

Daphne: Right? So there's no point in hiding it.

Katie: People do what I call the ostrich move. "If I have my head stuck in the sand, I don't think anybody can see me."

Daphne: Right, right, right. "If I just pretend it's not here…my neck is completely flushed, my whole face is red…no one will notice."

Katie: "No one will notice."

Daphne: "No one will notice."

Katie: But I think in the old power structure, people do their best not to notice.

Daphne: Oh, yeah.

Katie: So then everybody dumbs down, and we don't get easy with kind of tossing of ideas and disagreements, and, "Oh no, I don't agree with that at all; that's just baloney!" which is the kind of talk that allows people to really generate new solutions and really create together. It really relies on that give-and-take of feedback where underneath, you know the person likes you.

Daphne: Yeah. You know they're for you.

Katie: You know they respect you.

Daphne: Absolutely, and they don't find you fundamentally flawed.

Katie: Right. That's just what criticism implies.

Daphne: Yes.

Katie: "You're fundamentally flawed, and (in a sort of martyr, victim-hero voice) it's my job to try to put Humpty Dumpty back together again."

Daphne: Yes, and there's another piece we're going to lean into here in a little bit, because what does that say about me as a leader?

Katie: Yeah!

Daphne: Right?

Katie: I don't know if people want to hear that, because it says, of course, much more about the communicator.

Daphne: Yes.

Katie: If the person is having the experience of being criticized, there's probably something I'm saying that's contributing to that.

Daphne: Yeah.

Katie: I can take responsibility for that and notice, "What is it that I'm communicating at a subterranean level? What is it that I'm communicating but not really saying outright?"

Daphne: Yeah, and again, we will get held back from doing that if we don't honor our own fear about sharing feedback to begin with, right? We'll kind of say we're going to have that conversation, and we have it, but we don't quite go all the way with it.

Katie: No, we don't go quite all the way with it, and I was just having another thought that I want to throw in here, which is to set up an agreement about feedback.

Daphne: Yeah.

Katie: Actually have an open discussion about feedback where you might even include the difference between criticism and feedback and some instances of criticism that each of us have received where people really thought they were giving us feedback but it definitely was criticism. What is it that each of us wants, and are we willing to give and receive feedback?

Daphne: That's the ultimate question, right?

Katie: That's a question in itself. I've answered that one for myself, that yes, I'm really interested in feedback. I'm interested in feedback even if I get defensive. I'm still interested in feedback.

Daphne: Yeah, and even if it isn't delivered perfectly.

Katie: Because it's hardly ever going to be delivered perfectly.

Daphne: No.

Katie: I have a whole list on my computer. It's a three-page list of the excuses people use for not responding well. "I didn't like the way you said that. If you could have given me more data…" "This is not the right time for me." It goes on and on.

Daphne: Yes, and we can have all types of resistance too…when we want it and when we don't, how we want it, etc., right? But when you get willing (I think this is the real point you're making, Katie), when you really get interested in giving feedback and getting feedback… Especially for leaders, there's kind of this black box sometimes that they can live in and not own their own blind spots. When you get more interested in really opening yourself to feedback from your desire to learn…

Katie: Yeah.

Daphne: You actually don't really care how it's delivered anymore.

Katie: No, and I think that really takes the burden off. In fact, that's one agreement Gay and I made really early in our relationship. We were more interested in feedback than we were in anything else, so we have an any-time, any-place, anywhere agreement.

Daphne: Oh, that's awesome.

Katie: It's a very specialized agreement. It's not one I recommend for everybody in your life.

Daphne: Right.

Katie: But for someone you want to get closer to, I'd really recommend it because we just get totally open in the service of learning because that, to me, is my highest value: to be open to discovering and learning, which keeps making me smarter and more connected with others and more interested in what others are up to. It creates collaboration. It's a really magical intention.

Daphne: Yeah, that is a magical intention, and I loved what you said about not running out the door and doing that with everybody. For you listening, that might not work well if people on your teams aren't used to that level of feedback.

Katie: Exactly.

Daphne: But you can definitely step your way into it. Like I said, you can kind of grow into it for sure, right?

Katie: Yes.

Daphne: I want to come back. You said something earlier, and I jotted a note here about how we see others, and it really led me onto the road of compassion. People are always whole and complete. There's not anything that needs to be fixed about them as a person, and I think that really fits into the compassion part of leadership, which is being able to see, "I can get how they would see the world that way. I get it."

Katie: Yes, I love the way you're putting that. For me, it's like just getting up from my chair and going over and sitting in another chair and getting a completely different point of view.

Daphne: Yes.

Katie: I go, "Oh, the room looks really different from here! Oh, I could see how you could come to that conclusion given this perspective! Oh, that's really interesting. I saw it completely differently." I think that's what opens up creative solutions on teams.

Daphne: Yes, totally, and part of what we have talked about so much on this show is the fact that creativity and innovation on teams is absolutely mandatory now. It's not going to be the leader coming up with the ideas. It's not going to be kind of this top-down, going-to-the-bottom, "Here's what we're going to do," situation. The world is moving too fast, so to speak.

Katie: It really is, and I think people are getting smarter by the day.

Daphne: Yeah.

Katie: Also, the old hierarchies are really dying out. I see them as kind of dinosaurs just about to topple over.

Daphne: Yes.

Katie: Like if you take a look at… I think I mentioned that I grew up in a GM family. My father worked for GM for most of his adult life, and that was definitely a top-down organization. Everybody got their assignments and everybody did their best. Of course, there was innovation within your role, but there was definitely a hierarchy.

Daphne: Yeah.

Katie: And hierarchies are collapsing now.

Daphne: Absolutely, and actually, there's an article that's in the latest *Harvard Business Review* that talks about them actually dying.

Katie: Really? That is so interesting. I appreciate you mentioning that. That's not surprising to me, but yeah. I've seen it coming.

Daphne: Yes, you have. You actually have talked about this for years. I've talked to Katie and read Katie's stuff for the past several years, so she has actually said that and has anticipated this.

Katie: Thank you.

Daphne: You're welcome.

Katie: I said that!

Daphne: You did say that. You called it, Katie. You called it.

Katie: Yep!

Daphne: Okay, so I want to circle back here, because we're going to start wrapping up this episode here soon. I want to come back to how if you've kind of gotten down the road and you've withheld your feedback, what you tend to want to do is go into criticizing the being over there, and we make up a lot of stories about their behavior. What I find, Katie, is one of the most challenging things for leaders is to be *specific*.

Katie: Oh, yes! Measurable.

Daphne: Measurable. I will tell you that even for myself, it took years to be able to develop this skill. What I realized was I lived in a lot of stories about the behaviors, so much so that I couldn't see the behaviors. I just had this feeling of, "Oh, I wonder why they keep doing it that way."

Katie: Yeah, *that* way.

Daphne: *That* way. Exactly. *That* way.

Katie: People know what you were talking about. "*That* way that you always do it… It doesn't work!"

Daphne: Exactly. Right, and I hear this from leaders all the time. "I just don't think they really want to be here."

Katie: Uh-huh.

Daphne: "Well, what happened?"

Katie: Yeah, what just happened?

Daphne: "Well, they just aren't hitting their numbers this month." "Well, there could be a lot of reasons for that…" So I think one of the key skills of setting up this context so well is…and it sounds so basic, but I want to say common sense is not common practice, okay…just getting to the facts.

Katie: Yeah.

Daphne: "Just the facts, ma'am."

Katie: "Just the facts, ma'am."

Daphne: "Just the facts, ma'am."

Katie: You can put your facts hat on. It would be really great. You know, you could have fun with this. People could put on their story hats and their facts hats.

Daphne: Yes, yes!

Katie: As people are learning… I think it's so valuable because we don't want to set people up to try to be perfectionists, but to notice, "Am I using my critical perspective right now, or am I actually using my discerning perspective so that I can see some behavior that if it were shifted could make the person even more effective?"

Daphne: Yeah.

Katie: Or… It doesn't even have to be something that's wrong, but what's the next learning edge where they could grow and be even more productive and be in more of a leadership position themselves?

Daphne: Yes. Boy, I'm really glad you brought that up, Katie, because we haven't touched on… We're kind of talking about this just in terms of context. We're talking about this from the perspective that there's something that might need to be changed in terms of a measurable behavior, right?

We haven't even talked about, "What about someone who is really a high performer, who is doing so many things well? What do you do with that person?" We haven't even talked about that yet. Maybe we'll do that in the next episode.

Katie: Yeah.

Daphne: Right. That's a different game, but I love what you were pointing to there. If you're really for the person, you'll have these developmental steps for them along the way, and by the way, leaders, you don't have to come up with it by yourselves. You also could just ask them.

Katie: Right. "What are you wanting to be doing a year or two out?"

Daphne: Yeah.

Katie: "What's something you'd like to be growing into, and how can we help create the steps to that?"

Daphne: Yep, and I just want to say my story hat has antlers on it. I don't know why.

Katie: My story hat is a Sherlock Holmes hat.

Daphne: Oh, that's good. Yeah, because he did make up a lot of stories, didn't he?

Katie: Right?

Daphne: All right. We like to keep our episodes in that 30-minutes-or-so range, so we're going to start wrapping this one up, but let's get to just a really simple "Now what?" on this topic. What we've really touched on here about feedback and criticism is the difference, first of all, between the two, but now what?

If you've been withholding stuff from the person or you've found that you've made up a lot of stories about this person on your team who you might have some feedback for, put on your fact hat for a second. What are the facts? What are the specifics? I have just found, time and time again, and I'm not sure if you have, Katie, that this is just a really big place to start.

Katie: I like facts. I also like the word *describe*.

Daphne: Yes.

Katie: "Did I describe in such a way that they could actually receive the thing I'm talking about?" The thing I'd like to recommend to people is to shift yourself out of fear first.

Daphne: Yes.

Katie: Go from fear to flow in your own being, and then I might recommend saying something that is real, that's actually happening. Generally for me, that comes out as an appreciation.

Daphne: Mm.

Katie: "I notice you've really taken in the suggestions I made about how to format your documents when you're making a report. I see that, and I really appreciate it." Then, "Here's the thing I'd like to have you continue to focus on."

Daphne: Yeah. That's great. It's measurable.

Katie: Yes.

Daphne: Yes, and achievable. Well, I want to wrap up this episode, Katie, so we can keep moving forward.

Katie: Yes, just as we want all leaders and everybody who's listening to be able to feel complete and to move forward.

Daphne: Yes, to feel complete and to move forward. If you've been withholding feedback from someone, as Katie said so perfectly, just notice where you have any fear, fear about sharing it. That's really what we're talking about in this episode that can get us away from our authenticity. We're going to talk more about this in our upcoming episodes, so stay tuned.

There's a lot to cover here. All right. Well, we hope you enjoyed this podcast and that you remain more inspired than ever, and if you dig the show, you can support us with ratings on iTunes, and don't forget to post your questions and comments at www.daphne-scott.com, and keep living a Super Fantastic Leadership life!

Katie: Thanks for listening!