



Co-Hosts: Dr. Daphne Scott and Dr. Katie Hendricks
Episode 013: Does Feedback Make You Sweaty? You're Not Alone
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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: Yeah, and thank you so much for being with us today when we're going to continue on a subject most people find very sweaty.

Daphne: Very sweaty! You know, now that you mention it, Katie, I too can get sweaty in the face of giving and receiving feedback.

Katie: Yes, people's palms get damp.

Daphne: Yeah, for sure, and my pits.

Katie: Yeah, and there is also this sort of crawly feeling people can get on their faces...sort of hot and crawly.

Daphne: Yeah.

Katie: Because so many people have had experiences of mixing up criticism and feedback and have not been able to really respond, and they're still carrying it around in their bodies.

Daphne: Oh yeah. It took me probably up until the past five years, probably, Katie, to really get comfortable to where I know I'm going to receive feedback or get feedback and really the defensiveness has dropped away completely and I can just be open to it. It's a practice. It is a practice.

Katie: Yes.

Daphne: Yeah. So we're continuing our topic, as Katie said, with feedback and criticism, and if you listened to last week's episode, hopefully you're still with us here and have been exploring

for yourself the difference between feedback and criticism, how you start to show up with the facts or your stories, and the context, how you've set it up. Katie, I just love the point you made about fear in the last show.

Katie: Yeah. To me, we construct all of these edifices, this great big mirage, on top of what's basically, "I'm scared."

Daphne: Yeah. Yeah.

Katie: "I'm scared you're not going to like me. I'm scared you're going to yell. I'm scared you're going to get up and walk out or throw things or talk behind my back and sabotage what we're up to. I'm afraid you're going to sue the company. There are all these things that are basically, "I'm scared."

Daphne: Yeah, they're basically, "I'm scared." Yeah. That's the big one. Okay, so before we dive into our topic, let's just take a few moments to do some appreciations for a couple of our friends out there in our community, people who have been posting and sharing their comments. I want to share appreciation with Lindsey Rainwater (which, by the way, is the coolest name ever) and Mike McTague and Whitney Scott, and Katie, I don't know if anybody comes to mind for you today who you'd like to share some appreciation with at the top of the show.

Katie: Yes! In fact, I wanted to appreciate Dee Cooper, Nicole Taylor, and Jason Su, who are new graduates of my two-year Leadership and Transformation program and are taking leadership skills into all kinds of different communities. I really appreciate their being a part of the community.

Daphne: Yeah, that's so great, and we haven't said much about your Leadership and Transformation group on this show, but we should probably say a little bit about that. I don't think we've really talked about the LAT program you run. Would you like to say a few minutes' worth?

Katie: No, I don't believe we have. It's a program I started over 20 years ago and have been polishing and evolving and now feel really, really happy about. I consider it my legacy program, and my intention is to help catalyze leaders whose presence creates positive change in the world so that no matter where they show up, people find themselves being more effective and more collaborative and finding what it is they love to do and inventing new solutions.

These are folks who know how to be with all kinds of energy states and know how to be with feelings and really know how to presence themselves, take healthy responsibility, appreciate people, and be totally real.

Daphne: Yeah.

Katie: They pickle in this alchemical container for two years, and they come out as just stellar authorities of their own lives and their own purposes.

Daphne: Yes, so if anybody out there is listening to this and is interested in that, go to www.hendricks.com.

Katie: Yeah, go to www.hendricks.com and go to Trainings, and then you'll find the Leadership and Transformation program on there with all kinds of information.

Daphne: Yeah, it's wonderful...and it *is* wonderful. I've been to the courses, and they're amazing. They are amazing.

Katie: Thank you.

Daphne: You're welcome. All right, well, one thing I didn't announce last week that I want to announce this week: our shows are going to start getting transcribed, Katie.

Katie: Oh, cool!

Daphne: Yeah, I'm so excited about this. You know, it was a question someone asked me. "Is there any way I can get the transcript of this so I can give it to people to read so they might be interested in understanding what I'm listening to, or...?" I said, "Well, please just have them listen to the show, but besides that..." However, if you want the transcript, I should have that process set up and we should have that ready in about four weeks. I'm really excited about that, so stay tuned.

Katie: Fantastic!

Daphne: Yeah, thank you. Stay tuned, our friends out there. All right. Well, let's continue on with our topic. We sort of touched on withholding from a member of our team, right? And context... That's what we were talking about. We really want to talk about getting specific and leaders getting honest with themselves. Katie, I think the biggest thing we touched on in terms of people getting honest with themselves is really getting honest about our own fear.

Katie: Yes, really getting honest about our own fear. What I've been kind of obsessed with lately is the fear of failing as a hero.

Daphne: Yeah.

Katie: Leaders get set up, and set themselves up, but I think it's also in the culture... You know, heroes are the people in charge, and it all hangs on them.

Daphne: Yeah.

Katie: Like, "You're where the buck stops," etc. So if something is not working, then it's your fault.

Daphne: Absolutely.

Katie: That point of view, I think, doesn't allow leaders to themselves be able to receive feedback, which I find ultimately incredibly supportive.

Daphne: Mm-hmm.

Katie: It really lets other people be for me instead of me being the only one who's in charge of the big wisdom.

Daphne: Right, right. The one who's behind the curtain, pulling all of the levers.

Katie: Exactly.

Daphne: Right, and that is when we talk about our attachments and what drives our fear around results. We're attached to the results, just the output, and we can start to see people like robots, right?

Katie: Yeah. They're just cogs, and they aren't performing quickly or efficiently enough. We don't really see them as whole human beings with lots of different facets.

Daphne: Yeah. Right. And then when we start doing that, we kind of make up our stories about how they're not perfect enough and so on and so forth, and we're just not present.

Katie: Well, then we believe our stories. We don't even check those out. So you might have a story about someone... I've had people come in, and my story immediately is, "Oh man, you must have had a rough night."

Daphne: "You look..."

Katie: I don't check that out. I just assume that something happened last night and they're not quite all there, but I could actually check that out.

Daphne: Yes.

Katie: Like, "Wow, I'm just having the thought... Did you get enough sleep last night? Your eyes are a little red, and I'm concerned about you. How are you doing?"

Daphne: Yeah, and there's actually a name for that, Katie. It's called a *fundamental attribution error*.

Katie: Oh.

Daphne: Isn't that scientific?

Katie: That sounds so scientific and everything.

Daphne: Doesn't it? It kind of relates back to our biases about the stories we make up about people, especially in leadership, and about why they aren't doing what we think they should be doing.

Katie: Yes. It's because they're defective.

Daphne: Exactly. "There's something wrong with them," versus, "There are all kinds of reasons." It couldn't possibly be that we have a system set up that just isn't really conducive to people doing their best work...

Katie: No, it couldn't be.

Daphne: It couldn't be that. That's impossible. It has to be them. As I was reading through all of this, I picked up on these things that I thought were so great. We should do a whole show just on biases, by the way.

Katie: Oh, that's a great idea. Let's make a note of that.

Daphne: I'm going to make a note. I'm going to make a note with my pen that my cat is chewing on. Okay. Give me that, kitten. Okay, I just made a note. So the flipside of that is called the actor-observer bias, and that's the exact opposite. It's where we tend to apply what's happening to the situation and think it has nothing to do with us.

Katie: Right, yes. It's just, "It's cold today."

Daphne: Right. "It's so rainy. I'm in the worst mood."

Katie: Right.

Daphne: Exactly.

Katie: "I can't get my fingers to work properly."

Daphne: Yes, exactly. "It's so cold." So we have these two things happening in the face of feedback, right? We have our own biases happening. That's just something for us to be aware of, and I think that kind of points back to the question, "What we can derive from the facts? What can we derive by making things measurable?" Katie, one thing I wanted to key in on here is 100 percent responsibility.

Katie: Oh, yeah. Also, as you were saying that, Daphne, I was coming back to the difference between the story and the facts.

Daphne: Yeah.

Katie: In my leadership group, that's actually part of what I call the basic practice, which is a two-year process where people learn to tell the difference between what happened and the story they made up about what happened.

Daphne: Yes.

Katie: So when you say, "Just learn to be aware of that," I want to underline that that is such an amazing skill set that can be learned, and when you dive into it... I find becoming aware of what I'm not aware of is best learned by looking relentlessly at the result.

Daphne: Yes. Katie, I will say one thing about that. I will say it is one of the greatest lessons I've taken from your work. Based on the results, I know what I'm committed to, right?

Katie: Yep!

Daphne: So much, we can kind of talk about what our wants are. Our wants can occupy us forever. "I want to be thinner," "I want to have a more effective team," or, "I want to have _____." Just fill in the blank. But based on the results, what I'm really committed to is surrounding myself with people who are complaining all day.

Katie: Yeah.

Daphne: Based on the results, what I'm really committed to is...here's one I like to pick on a lot...weighing 170 pounds or whatever it is, right? So knowing where we actually start from... Leaders, doing this without beating yourself up is another issue.

Katie: Yeah, but it's a really, really important one.

Daphne: Yeah.

Katie: In order to step into being an effective leader rather than a mother hen or a tyrant, you're actually getting more permeable rather than less permeable, more open to really noticing what the impact is of the tone of voice you're using, what the impact is of your not knocking on the door before you just came in and started talking to the person.

Daphne: Yeah. Right. They're not even prepared. I want to touch on that because that has a lot to do with the art of the toss.

Katie: Yes.

Daphne: Yes. I want to add one thing about 100 percent responsibility based on the results. Let's just say a metric isn't going the way the senior leadership team thinks it should be. Nothing will shut down the "they and them" conversation of, "They need to do it better," faster than everybody looking at it and saying, "Wow. Based on the results, we are *all* committed to having this show up in our world."

Katie: Yes, or even as a leader or just a member of the team, I can say, "Based on the result, I can see I've been committed to underperforming in this key area."

Daphne: Yeah!

Katie: "I think I've been effective here, but looking at the metrics, I can see that there is something I could be doing differently. I don't know what it is yet, but I'm open to finding that out."

Daphne: Yes. And Katie, that fits so well into this idea of being able to speak unarguably.

Katie: Yes, which is another art form.

Daphne: Totally. So friends and our listeners out there, we're talking about things that are practices. Learning to distinguish the difference between our story and our fact is a practice. Katie, I think you just pointed to how some of your folks work on this for two years, right?

Katie: Yeah, and it's not because they're slow, although some of them may be more leisurely in their learning styles.

Daphne: Right.

Katie: I believe it's because as a culture, we don't yet have a whole valuing of transparency.

Daphne: Yeah.

Katie: We actually favor a good story.

Daphne: Yeah.

Katie: If someone has a good story going, and they're not producing, they're not doing what they said they were going to do, but they have a heck of a good story, that works.

Daphne: Yeah. Absolutely.

Katie: And we also favored, up until very recently... Transparency is a very new term.

Daphne: Yes.

Katie: Having a transparent organization is very new. When I first started doing organizational work, even in the early 90s, that was just not done.

Daphne: Right.

Katie: You kept things close to the vest. You did not reveal what was going on in the company to anybody else.

Daphne: Right. I'm going to go off on a tangent now. I think the media and our access of information has really changed that.

Katie: I do too, and I celebrate that so much.

Daphne: Yes, me too.

Katie: I love that. I especially see that on talk shows, where some politician will say, "I have never declared that I am against the...blah blah blah..." and then they'll show a video where the politician declares just that.

Daphne: You know what show is great at doing that? *The Rachel Maddow Show*.

Katie: Yep, that's my very favorite. She's so good at that.

Daphne: She's very good at it, and a lot of those shows are. But yes, exactly. They'll find it. They'll have it. They can go back 15 or 20 years, which is really fascinating. Yes, transparency, absolutely. We did our episode on authenticity...you can go back and listen to that too...where we touched on some of this.

We're talking about it in the context of feedback, sharing feedback, really distinguishing our story. We're talking about our feelings. Then we start talking about this idea of speaking unarguably about our experience, which isn't just our feelings and isn't just our story. It's our feelings, our story, and also the facts.

Katie: The facts and what I would call what's measurable.

Daphne: Yes.

Katie: Because the facts could be actions. They could be observable behaviors.

Daphne: Yes.

Katie: They could be behaviors between people. They could be measures of nonverbal communication, tonality and the use of space.

Daphne: Yeah.

Katie: But they're all observable and they're all measurable. We tend to think of facts as thoughts.

Daphne: Yeah. Well, we do. We confuse the two, and we also tend to think of facts, especially in organizations... I'm getting really excited. I just noticed. What you just said really brought out this experience of excitement in me. The other thing we think of as facts is just the data, the

measurable metrics, right? Katie, let's go back and touch on this. Let's talk about what people would describe as the *attitude*.

Katie: Yes.

Daphne: It's like, "Well, she just has a really bad attitude."

Katie: Uh-huh. Uh-huh.

Daphne: I'll say to this, "Well, what did you notice?"

Katie: Yeah, exactly. "What did you notice, and how did you notice it?"

Daphne: Yes.

Katie: I also like to ask people, "What was it about you that noticed that?"

Daphne: Oh, that's so good.

Katie: "Of all of the different things to notice, how come you noticed that she was hunched over her Blackberry the whole time during the meeting?"

Daphne: Yeah. "What was that about?" It's so good. That's so great.

Katie: It's what we call attitude or, "She was just off today, you know?"

Daphne: Yeah.

Katie: The other person says, "Yeah, I know." Nothing has really been communicated.

Daphne: Right.

Katie: If you can break that down to what you could see, what went on in you, and what the observable impact was on the rest of the team, those are all entry points. You don't have to have them all. You just need one.

Daphne: Yeah, you just need one!

Katie: For example, "I noticed you were speaking more slowly today, and I got curious about that, and I was wondering whether you're considering the information more carefully, or is there something about it you're questioning? I found myself questioning when I heard you speaking slowly. I started to get a little anxious, wondering, 'Hmm. Is there something else going on here?'" That would be taking an attitude and just going through one doorway, which is really all you need to do.

Daphne: Yeah, and everybody who was just listening, notice how observable that was. "You were speaking more slowly." I have one where it's like, "Hey, I noticed that when I asked you to meet with that person, you sighed and kind of shrugged your shoulder a little bit, and I'm just wondering, 'Was there anything else underneath that?' One of the stories I have is that you don't really want to meet with that person, but I'm not sure if that's true or not."

Katie: Beautiful, because then that gives you, "Here's what happened for me. Here's what I made up about it. I want to check that out with you."

Daphne: Yeah.

Katie: My experience is that people feel very valued to be considered in that way.

Daphne: Sure, and what does it say? "I'm noticing you. I'm really paying attention, not just to what you're saying but how you're showing up as a being. I'm able to give you my attention in such a way that I notice the nuances of what's happening in our communication," right?

Katie: I think people love that because they are experiencing your attention, which is a very precious gift.

Daphne: Yeah.

Katie: I was just hearing... Hilary Clinton's book is about to come out, and I heard on the radio a little excerpt where President Obama drew her out of the room. She was in a meeting, and he said, "I have something urgent to talk to you about," so he pulled her out of the room, and he told her she had something in her teeth.

Daphne: Oh, wow.

Katie: I just loved that, that they had that level of being able to give each other feedback and that she's the kind of leader who would share that in a book.

Daphne: Yeah, and Katie, this is one point I wanted to make. We worry ourselves as leaders about how we're going to give feedback and whether or not we're setting it up correctly and so on and so forth, all these things we make up because of our fear, right?

But we stop and ask ourselves, "Do you want people with you spending that much time worrying about how you're going to receive the feedback, worrying about how they have to deliver it to you for you to get the feedback as a leader, or would you just want people to tell you that you have spinach in your teeth?"

Katie: Indeed. In fact, I tell people that. I mean literally, and if somebody gives me that feedback... Oh, here's another thing that's really valuable. When someone gives you feedback, the very first thing you can do is appreciate them, and appreciate them regardless of the method of the delivery.

Daphne: Yes!

Katie: It was awkward or it didn't really cover the issue or wasn't exactly how you would have said it, but if you appreciate them, then you keep that flow of connection going.

Daphne: Right. You can really appreciate them because we know how difficult it can be to give feedback. I know how much anxiety I could give myself about giving someone feedback, so when someone comes to me with it, I'm like, "Wow. Thanks for your bravery."

Katie: Yeah, exactly! "Thanks for your bravery." I love that kind of authenticity, too, like, "Wow, you really stepped out there. That takes courage. You didn't know how I was going to respond, so thank you."

Daphne: Yeah, and we want so much to control people's feelings and reactions, right? Yeah, I do think it takes a lot of bravery, for sure. Okay, so we've been talking from the perspective, Katie...you started to touch on this in our previous episode...of a leader giving feedback. We're starting to head down the road of, "Let's talk about the receiving side of it a little bit more." Let's talk about how we show up as leaders in a way that...here's the big word...*invites* feedback.

Katie: Ah, yes.

Daphne: Ah. We started to touch on this a little bit in our last episode, about agreements around feedback, but how do we show up as leaders in such a way that we're inviting feedback? In other words, here's a really simple question to ask yourself as a leader. "When was the last time you asked for it?"

Katie: Oh, that's such a great question, because you may just be assuming, "Well, I'm open to feedback. People can give me feedback at any time." Well, how do they know that?

Daphne: Right. "I mean, I get it once a year on my performance appraisal..."

Katie: Exactly.

Daphne: "Isn't that enough for my development?"

Katie: "Isn't that enough? Please."

Daphne: "I get 20 pages of it just shoved down my throat once a year. Isn't that enough?"

Katie: Oh, yeah. That's feast and famine for sure.

Daphne: Yeah, and actually, I think we ought to be having regular checkpoints, whether that looks like a quarterly meeting or a meeting every month or daily...whatever you set up for yourself as a leader. Without having those regular checkpoints, first of all, you're not helping yourself with your development. You're not supporting your team. Also, it really creates what I call a *dosing issue*.

Katie: Oh, yes. That's a great way of putting it. There's a difference between swimming and drowning.

Daphne: Right. Exactly. I remember one year... I work at all levels of one of the organizations I work for, and I had 25 pages of feedback, Katie.

Katie: Oh, geez. To me, that borders on unethical. I mean, how could you possibly process all of that?

Daphne: Highlighters. I used a lot of highlighters.

Katie: Don't take a whole clause. You take little sections out.

Daphne: I did.

Katie: Put them in different areas of improvement and make a whole vision chart for how you're going to improve yourself. You can take a couple of weeks to do that. I actually invite feedback regularly. With people I'm close to, I have an agreement to feedback, and I will also regularly invite feedback. "How did that sound to you?" or, "I'm not really sure about this part of the delivery, and I'd really like to bounce that off of you," or, "Does this meeting meet *your* needs?"

Daphne: Yeah. Yes. When you start asking, "Hey, how did you feel the meeting went?" and not like, "Hey, was the meeting good?" "Well..."

Katie: "Yes? No? Maybe?"

Daphne: Right. Exactly. "Yeah, it was okay." "Yeah, it was great." "Hey, how did your day go?" "Good." Get really specific. "Did you like having...?"

Katie: That, by the way, is not feedback.

Daphne: No it is not. It is not, because remember, we define feedback as...what? Measurable, right? So asking for specifics... "What did you like that went well? What would you like to see more of? What would you like to see less of?"

Katie: Yeah.

Daphne: "How was the length of the meeting?" Get really specific about what you're asking when you're asking for feedback, and most of all, just ask for it.

Katie: Yeah. That's such a tremendous gift to people.

Daphne: Yes.

Katie: People want to contribute to you, and people have great ideas.

Daphne: Yeah.

Katie: People will sit on them because they're afraid of being criticized or don't want to be embarrassed or singled out, but if you're open to feedback, that's probably the best way to increase the effectiveness of any organization.

Daphne: Yeah, I agree, and I want to kind of get into more of the *how* part of this, Katie, which is opening yourself to feedback, receiving it, giving it, and then... I want to go back to this kind of ball-toss idea which I learned with you I don't know how many years ago.

Katie: Oh yes. My favorite art form is the art of the toss.

Daphne: Yeah, the art of the toss. I've experimented with this for years, and again, this comes back a little bit to the context of feedback. Let's assume you're for the person, you know you're afraid to give the feedback, and then what you do is run in really fast. They've just finished. They've just gotten off a conference call they've been on for 45 minutes, and you run up to them. "Hey, I have to talk to you about something! I just want to tell you..." It comes out at a...

Katie: Then you throw the ball at the wall, it hits them in the head, and you're gone.

Daphne: Right. Exactly. Anybody who has played basketball or any game where you're throwing a ball... You just jam the person up with the ball. You're five feet away from them, and you throw it as hard and fast as you can. If we think of feedback in that way, how do you toss your feedback?

Katie: Well, first of all, I make sure I have the other person's attention and that I'm giving them my full attention.

Daphne: Yeah.

Katie: In feedback, there's both the giving and the receiving, and both of them are an opportunity for creativity.

Daphne: Yes.

Katie: So I like the whole, "Am I ready, and are you ready?" question. I actually think of it as a ball, and I make sure I toss in such a way that they have the highest likelihood of receiving it.

Daphne: Yes! And feedback bombing them or catching them off guard is not going to let them catch the ball very easily. The other example is barely tossing it.

Katie: Right, just tossing it to yourself, tossing it up and then catching it with the other hand, like, "Look what a great tosser I am! Look what a great idea I have! This is such a great thing I've invented."

Daphne: Yes, or letting it roll out of your hand, and it kind of...

Katie: There's a little ripple, but it never really reaches them. Yeah, the art of the toss is, I think, the single most important form in communication. It's to notice, "What am I doing instead of being ready?"

Daphne: Mm-hmm.

Katie: "What am I doing instead of keeping the game going, keeping the toss going?"

Daphne: Yeah.

Katie: Those things can lead to ongoing evolution.

Daphne: Boy, that's such a great point. Keep the game going. What we mean by that is to keep the ball...not the metaphorical game...being tossed between the two of us, right?

Katie: Yeah.

Daphne: So think about two people playing catch. So often our experience of feedback, because of our fear mechanism, is that we toss it and it's just... "Okay." The person kind of caught it, and the game just stops.

Katie: Yeah, the game is over. In fact, that's what used to happen with Gay and me way back in the old days. He would toss something to me. He loves word puns, and he would toss some kind of word pun to me, and it would be as if the ball just hit me in the face and then dropped to the ground. That was it. Game over.

Daphne: Game over, right. Yeah. That's probably not helpful.

Katie: No, it wasn't helpful, and it was mostly my fear...

Daphne: Yeah.

Katie: He wanted to play, and he would toss me the ball, and I would freeze in fear, and it would hit me in the face, and then I would feel stupid, and then I would stop playing.

Daphne: You know, I have to be honest with you, Katie. It's hard for me to imagine that happening with you.

Katie: I know, because... I just want you to know that through commitment and recommitment, anybody can learn to play a wicked game of toss.

Daphne: Yes! Yes. Did you hear that, listeners? It's a willingness and commitment (which we talk about all the time on this show) and...let's just ground this...reliably shifting in the face of fear related to feedback.

Katie: Yeah, because you're going to get scared. There's no reason you ever have to get not-scared. You just have to learn how to shift.

Daphne: Yes, be with your feelings, and reveal them, right?

Katie: You can reveal really simply, too. "I feel nervous right now."

Daphne: Mm-hmm.

Katie: "I'm just noticing I feel little butterflies in my belly." However you can most easily share that, it brings you back to the present again.

Daphne: Yeah, that's the gift of revealing, friends out there. It's about keeping yourself present, because if that's happening and you're skipping over it and you just keep talking about the stuff, the content, you're really not present to what's going on inside of you.

Katie: No, you're actually really not tossing.

Daphne: Yeah.

Katie: It would be as if you had a robot that stepped out of your body and is tossing next to you.

Daphne: Yes. Ooh, that's a good one.

Katie: Thank you.

Daphne: You're welcome!

Katie: Speaking of good ones, I really like this model you've set up for people about the specifics of, "What's next?" Would you share how they can begin to practice that?

Daphne: Yeah, I would love to. Thank you, Katie. So this is kind of the "Now what?" part of our show. Okay, so we've talked about this. "Here's what I noticed." This is the specific, and we've even talked about behaviors, right? "Here's what I noticed: you shrugged your shoulder. Here's what I felt: when you did that, I noticed I felt afraid and also a little angry." Then, "Here's why this is important. Here's the thing that's important about this conversation, and here's what I would like to create together."

Katie: Ooh, I love that. I just like the whole thing, but I especially like, "Here's what I would like to create together."

Daphne: Yeah.

Katie: I love that. "Here's what I noticed. Here's what I felt. Here's why this is important." I actually think it's like, "Here's why this is important *to me*."

Daphne: Yes. Yes.

Katie: And, "Here's what I would like to create together." All of those are tosses.

Daphne: Yeah, they're all tosses and invitations.

Katie: Oh, yeah, they're so inviting. That's one of the things I really, really like about that. It's an invitation. And look...people are not very skilled at giving feedback, so give yourself permission to be awkward for a while. You are going to be awkward, and what I've found is that if your intention is to connect, your intention is to co-create with another person, to create something different that works, they'll get it.

Daphne: Totally. Totally. And that, again, is the essence of feedback. We get trapped in our fear, and we lose the reality that our intention is to connect, right? I just love that, Katie. That's such a perfect way to wrap up this episode on feedback. Anything else you wanted to add?

Katie: No, I just think for people to be gentle with themselves but to go ahead and do something... Don't just think about it. Try something out. Try saying, "I noticed..." and, "Here's how I felt," and, "This is why it's important," and, "Here's what I want."

Daphne: Yeah.

Katie: Just try it out. See what happens.

Daphne: Yes, yes. Please try it out. Just take one step. That's it...just one next step. That's it. Be willing to commit to one next step. All right, well, we're going to bring this episode to a close, and we hope you enjoyed this podcast and remain more inspired than ever. If you like us, "like" us, listen to us, and post your comments.

You can post comments on Facebook or you can find us on Twitter, so please do that. Post comments and questions, and also post on the website, www.daphne-scott.com. We can't wait to be with you next week.

Katie: Yay!

Daphne: Yay! Yeah. Keep living a Super Fantastic Leadership life. Thanks, Katie!

Katie: Uh-huh. Thanks, Daphne, and thanks, listeners!