

## EXECUTIVE DEVELOPMENT PROGRAM

**MAY 13, 2015**  
**8:30 A.M.—4:30 P.M.**

**PUBLIC \$995**  
**UD ALUMNI \$945**  
**PARTNER \$897**

# THANKS FOR THE FEEDBACK: THE SCIENCE AND ART OF RECEIVING FEEDBACK WELL

Honest feedback is critical to professional development, to employee satisfaction and engagement, to a team's ability to solve problems while maintaining good working relationships. And yet, few organizations in the world feel they've got feedback "right." Fifty-five percent of employees say their performance review is inaccurate or unfair, and lack of meaningful feedback is the No. 1 reason cited by talent exiting an organization.

The typical approach to feedback is to encourage managers to be more skillful and persistent in their delivery of a performance improvement message. But if the receiver is unwilling or unable to take in the feedback – to truly understand it – there's only so far that skillfulness or even persistence can go. It doesn't matter how much authority or power the giver's got; the receiver is in charge of what they let in and whether and how they choose to change.

Sheila Heen, co-author of the international best-seller *Difficult Conversations* and the newly published book *Thanks for the Feedback* describes why our usual approach to improving the quality of feedback conversations doesn't work and why the smart money for leaders is on learning to receive feedback, rather than to give it.

In this groundbreaking new perspective, you will have the opportunity to take a hard look at how you react to feedback and learn how to turn even off-base, crazy-making feedback into sustainable learning and growth.

## THIS PROGRAM WILL HELP EXECUTIVES:

- Recognize your triggers when receiving feedback (and how to avoid triggering others when delivering feedback).
- Create a learning culture in your organization by cultivating a growth mindset and a cultural norm of appreciation, and sharing responsibility for accelerating each person's learning.
- Acquire concrete strategies for improving the quality of feedback conversations in your organization, which will improve working relationships, performance and communication skills among their teams.



**Sheila Heen**

*Sheila Heen is a founder of Triad Consulting Group and a lecturer on law at Harvard Law School. Her corporate clients include MITRE, BAE Systems, HSBC, Tatweer of Dubai, Unilever, the Federal Reserve Bank, Standard Bank of South Africa, Merck and numerous other businesses. She often works with executive teams, helping them to work through conflict, repair working relationships and make sound decisions together. In the public sector she has also provided training for the New England Organ Bank, the Supreme Court of Singapore and the Obama Administration.*

*Heen has spent the last 20 years with the Harvard Negotiation Project, developing negotiation theory and practice. She specializes in particularly difficult negotiations – where emotions run high and relationships become strained. Heen is co-author of the New York Times business best-seller *Difficult Conversations: How to Discuss What Matters Most* (Penguin, 2000). Her new book, *Thanks for the Feedback: The Science and Art of Receiving Feedback Well* (Even When it is Off-Base, Unfair, Poorly Delivered and Frankly, You're Not in the Mood) from Viking/Penguin was released in March 2014.*

*One of the side benefits of writing *Difficult Conversations* has been the chance to appear on shows as diverse as The Oprah Winfrey Show and The G. Gordon Liddy Show, NPR's The Diane Rehm Show, Fox News and CNBC's Power Lunch. Heen is a graduate of Occidental College in Los Angeles and Harvard Law School.*