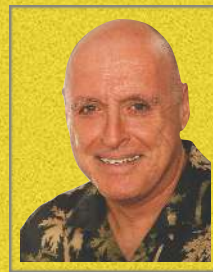


THE EXTRA POINT

BY JERRY ROBERTS



671 Giving Effective Criticism – Part 1

How good are you at giving criticism? If you're a supervisor, you need to be good at it because it's a key tool in helping to build individuals and teams. I'm Jerry Roberts and today, we look at Criticism 2.0, the way it needs to be. That's next, on The Extra Point.

Norman Vincent Peale was an American minister and author, best known for his book, *The Power of Positive Thinking*. He was once quoting as saying, "The trouble with most of us is that we would rather be ruined by praise than saved by criticism."

Now, is it that we don't like criticism, or could it be we don't like the way some people dish out criticism? In reality, it's a bit of both. That said, after 20+ years in the training business, I can tell you that relatively few managers really understand what criticism is, what it's meant to accomplish, and how to deliver it so that it does the job.

Another factor, the vast majority of managers don't give enough of it. In a 2018 study, 81% of employees who rated their manager poorly, said he or she did not give sufficient feedback. Positive or negative, people wanted much more. People want to know where they stand with their boss and the organization. Don't you?

On the other hand, for employees who ranked their manager highly, lack of feedback was only an issue with 17%. So, takeaway number one: give more criticism, feedback, etc.

We're going to spend some time on this topic as there's a lot to unpack, but let me give something important as a foundation: the purpose of criticism is not to establish your authority as the boss. It's not to beat people up. It's not to punish them. It's not even to set them straight because they need it! The purpose of criticism is none of those things.

The purpose of effective criticism has three

components — change behavior, provide motivation, and improve performance.

If criticism is truly designed to be constructive, as the majority of managers feel it is, those are the three factors that have to be present. If they are not, you're wasting your time.

I'll go a step farther. Any feedback that doesn't promote behavioral change, isn't motivating, and doesn't help performance — is almost certainly either without any effect at all, or it's negative and possibly destructive.

Somebody is thinking, "Yeah, but Jerry, you have no idea what I face every day. If I don't yell at these people, the message won't get across." I've also had managers tell me that, sometimes, they just lose it.

Okay. I've been on both sides of that. I've given strong criticism a couple of times. Not yelling or abusive, but firm. I also worked for a couple of people who were screamers.

If you find yourself being barked at pretty heavily, here's takeaway number 2...you can say, "I made a mistake, I understand your anger and I accept whatever criticism you give me. I only ask one thing." The reply will be, "What's that?" and your response would follow, "Work with me to help me get to the next level." I guarantee that will change the tone of the conversation.

We'll dig deeper into criticism, tomorrow.

That's The Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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