



## Guelph Engineering Leadership Program 2022-23

### Workshop 3: Giving and Receiving Feedback

#### Activity 1: Receiving Feedback Case Study

Each student will be assigned to a breakout room and each breakout room will be given a specific scenario. As a group, all students will discuss how the specific scenario relates to the questions found at the bottom of the document.

Recap of Triggers:

	Truth	Relationship	Identity
Definition	"This feedback is wrong/doesn't make sense"	Caused by the relationship between giver and receiver	Triggers from Feedback that do not align with your personality/core values
Common Characteristics	Watch for <b>labels</b> – words with vague meaning relative to feedback	<b>1. You + Me</b> – The difference between you and I seemingly create conflict <b>2. Our Roles</b> – How the roles in the organizing create friction between us <b>3. – Other players</b> , Processes (eg. Biweekly meetings) and external environment (location)	<b>Baseline</b> – optimistic or pessimistic <b>Swing</b> – Your emotional range, from very positive to very negative. <b>Sustain and Recovery</b> – how long does your feelings about feedback last
Solution	<b>Ask me More</b> – Ask the giver to give specific examples to clarify the feedback	<b>Take Responsibly</b> – Take responsibly for your part of the issue <b>Encourage Others</b> – Ask them to help you change	<b>Shift to Growth Mindset</b> – View hard feedback as learning opportunities <b>Give up on Simple Labels</b> - View yourself as a complex blend of values and goals. Your works and intentions are a mixture of good and bad qualities

## Scenario 1

Bernard has been working on his design project with his best friend Mallory, which requires them to 3D print a mechanical toy. Initially, they were excited to work together, but are encountering problems regarding their teamwork. Being mostly of the way through the semester, their team is at the point at which they must finalize their design so they can begin printing. Mallory's design is simple, utilizing a spring and the user's input for the toy's functionality. Bernard's, on the other hand, is more complex, as he utilizes rubber bands and a mechanical latch to launch the toy instead.

Bernard naturally became friends with Mallory because he liked her decisive and confident actions, as himself was more conservative and cautious. However, now he thinks that her personality is going to damage their project and friendship.

### ***Dialogue***

**Bernard:** "Hi everyone, let's start our meeting! Since we only have a few weeks in the semester, I think that we should start choosing our final designs. In our previous meeting, we cut down our options between either mine or Mallory's project. Does anyone have a preference towards either toy?"

**Mallory:** "Bernard, I think your design for is too complex and will require us to do more calculations and prep work to confirm that it works. By the time we are prepared, we won't have enough time to create and practice our final presentation. I think we should focus on the my design. Doing the SolidWorks around a spring, allowing us to adjust the design as we go."

**Bernard:** "If we took that route, I would be worried about having enough time. If we must tweak the design before presenting."

**Mallory:** "Bernard, I've known you for almost a year now and you're always super cautious about making sure everything works. I think maybe you should relax and let us focus on my design, since it's much easier to start. Plus, with all of the other midterms and labs we have to do for our other classes, we can't spend a lot of time on this. Is everyone in favor of choosing my project?"

**Bernard Thinking** "Darn, even though we are supposed be equal team members on this project, I feel as though Mallory is being too bossy and doesn't listen to my concerns. This sucks."

For this situation are you required to dissect the conversation between them and offer to find a solution. To do this, go to the discussion questions and answer the questions.

## Scenario 2

Jamie is working for an engineering firm where his team is designing a mixed pedestrian and bike street for one of the busiest streets in the city. They have been collaborating with residents and businesses on the street to gather user input and in a few weeks, his team will present their design to the city's government. With the information obtained from the residents and businesses, Jamie's design focuses on pedestrian comfort by widening the sidewalks.

Jamie finds that his team's boss is making work much more difficult for them. Due to his boss working remotely 7 hours ahead of Jamie, he communicates through, email, text, and voice/video calls. Jamie finds his boss to be extremely headstrong, giving feedback immediately in a very upfront and direct manner. Furthermore, he likes to know every little detail to make sure he and Jamie are both on the same page. Jamie often feels like that the feedback his boss gives is antagonistic, attacking his contributions to the project. To make matters worse, Jamie hates confrontation. His ideal way of receiving feedback is through highlighting positive behaviors before receiving constructive feedback.

To avoid confrontation, Jamie rarely replies to any form of communication in a timely manner or gives generic or nonspecific answers. This aggravates his boss even more, who in turn calls him and leaves voice mails for a more immediate response. This creates a cycle of Jamie trying to avoid his boss, and his boss trying to get his attention, throughout every day of working on the project.

### ***One form of dialogue may look like***

**Boss** "Thanks for letting me finally talk to you. You've been avoiding my messages and calls over the past few days, and it's hard as a boss to give you feedback or guidance if I'm unable to communicate with you. Anyways, our project is starting to fall behind schedule, but it'll be fine as long as we pick up our pace. "

**Jamie** "Hey. Sorry I didn't get to your messages over the past few days. I've been getting so many, and it's hard to reply to all of them in addition to doing my job."

**Boss** "Well next time I would appreciate it if you replied right away. Anyways, what you're doing for this section of the street is extremely inconsiderate for bike riders. You must give them at least 1.5 m to make them comfortable. If an accident happens due to very limited space they were allotted, you are not only risking their lives, but also jeopardizing the safety of everyone on this section of the road. Additionally- "

**Jamie** "I see, I'll try to make these changes before our next meetings. But for now, I have to get to another meeting with my team. It's very urgent, so I'll talk to you in our next meeting bye!"

For this situation are you required to dissect the conversation between them and offer to find a solution. To do this, go to the discussion questions and answer the questions.

### Scenario 3

David has been working for a government organization in charge of mandating the distance required between industrial and residential zones to prevent any industrial by-products from entering the nearby communities. His role in the organization has been to promote and market the organization to the public. The most effective promotion technique has been using scare tactics and informing the public about the potential risks associated with increased byproducts in the environment. Instead of focusing on all of these negatives, his coworkers want to shift to promoting the positives of keeping industrial zones further away from residences.

As a former resident of the area, David knows that his coworkers don't fully understand the health complications and social inequality a large portion of the community suffers.

#### *Dialogue*

**\*Co-worker thinking\*** "David's advertisements are very effective, but we want to shift his focus to how we are improving people's lives by advocating for these issues, rather than focusing on the downsides of local industries. Maybe having a mix of both types of positive and negative advertisements would be the best."

**Co-worker** "Hey David! Thanks for meeting with me before filming our marketing material!"

**David** "Yes, no problem! What did you want to talk about?"

**Coworkers** "We get that you are passionate about this issue and that you're devoted to our mission to protect everyone living near these plants, but you're too **enmeshed** by this issue. You must realize that you are damaging some of our relationships with our sponsors, and even alienating some of our supporters."

**\*David thinking \*** "Their feedback is wrong. They just don't understand the real impacts of living by these plants. I know they say I'm too enmeshed, but I cannot completely stop my main type of advertisements if they work so well"

**David** "Thanks! I'll try to keep that in mind when I start to create our next series of promotions later this season!"

For this situation are you required to dissect the conversation between them and offer to find a solution. To do this, go to the discussion questions and answer the questions.

## Scenario 4

Jose and Pauline are preparing for this final design presentation. After many months of working together, most of the group is ready and excited to show their peers and professor their final project. Pauline, on the other hand, has trouble with public speaking and has been sick for a lot of the semester, resulting in her having put less time into the project than his peers. While the team understands Pauline situation, Jose gives her advice for her part of the presentation.

### *Dialogue*

**Jose** “Good work with our dry run presentation and I think our audience will enjoy our final design! Pauline, you were a bit quieter than everyone, do you mind speaking a bit louder tomorrow?”

**Pauline** “Yes sorry about that, I’ve just been stressing about it more than usual. On top of sucking at public speaking, I don’t feel like I have enough knowledge of our project, so it just makes talking about it more difficult”

**Jose thinking** “Oh she’s just like me! When I was in her situation before, I got the confidence to say “I don’t know” when I didn’t know how to answer. But then I still tried my best to answer it.”

**Jose** “Pauline, you must be more confident with yourself. When I presented, I pretended that no one knew about my topic so I could say whatever I wanted. Try doing when we present.”

**Pauline thinking** “This doesn’t help! I can’t give the impression that I know these things since I obviously don’t.”

**Pauline** “Thanks I’ll try to keep this in mind for our actual presentation.”

For this situation are you required to dissect the conversation between them and offer to find a solution. To do this, go to the discussion questions and answer the questions.

## Scenario 5

Roberto is in his first year of engineering, and his history TA, Diana, is going through his essay outline with him to give some pointers and corrections. Roberto has had Dianna as a TA before in another course, so he trusts the feedback that she gives to him.

Roberto found the first semester to be easy, like a review of high school. On the other hand, in the second semester, he is starting to feel overwhelmed by all the new content and workload. He is usually concerned about his marks and tries his best to succeed, but he worries a bit more than the average student.

### *Dialogue*

**Diana** “Hey Robert, let’s get started. You did quite well relative to the rest of the class so good job. I looked at the comments I left on your rubric, so let me elaborate on my comments. Firstly, your paper has numerous spelling mistakes. Make sure you proofread so you don’t lose any free marks. Also, you need to be careful with your referencing, sometimes you have incorrect referencing for the in-text citations and a few of your formatting on the biography are wrong.”

**Roberto** “Thanks, I’ll write these things down when I’m writing my essay later.”

**Diana** “No worries. One more thing, just make sure you don’t ramble on,. There are a few times where I found runoff sentences. As an engineer it’s important you keep your technical writing concise and clear”

**Roberto** “Thanks, but what do you mean when you say I shouldn’t ramble on? Do you mean like having more punctuation?”

**Diana** “Not really, it more so ties into having proper formatting. Make sure that in each sentence, you’re only introducing or supporting one idea from your argument. If you have too many main topics, you’ll confuse the reader. I found this issue in a couple of places in your outline.”

**Roberto thinking** “AHHHHHHHH!!!! I heard upper years talking about how third and fourth year courses are much more writing. To add on, professors always say how in engineering jobs, I’ll be writing report much more as I progress throughout my career. How can I even be an engineer if I can’t keep my writing concise?!? Plus, all my other colleagues will think I’m stupid if I don’t have correct grammar. There’s no way I can graduate at this rate.”

\*3 days later\*

**Roberto** “Aw man, I have to start writing my essay before the deadline but what’s the point if I can’t write correctly in the first place”

For this situation are you required to dissect the conversation between them and offer to find a solution. To do this, go to the discussion questions and answer the questions.

## Discussion Questions

1. Summarize the situation (In 2-3 points). What type of trigger is occurring with situation?
2. What is causing this type of trigger? (eg. Truth: what label? Relationship: What's creating the friction? Identity: Determine their swing, recovery etc)
3. What type of solution/action can the giver and/or the receiver take to remedy their specific problem?

## Reflection Questions

1. What new challenges will occur when you are the receiver (vs viewing situation as a 3rd party)?
2. In your opinion, what is the hardest trigger to work through?