

# Davanje i prihvatanje kritike

Praktikum iz poslovne komunikacije

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# Osnovna pravila

- **Tačnost** – raspored je fleksibilan, ali trebalo bi svi da poštujemo ono što se jednom dogovorimo
- **Participacija** – aktivno slušanje, otvorena i iskrena komunikacija, konstruktivni komentari
- Sva **pitanja** imaju poentu
- **Poštujemo** druge slušaoce i njihov doprinos predavanju

# Sadržaj

- Definicija kritike (feedback-a)
- Cilj kritike
- Osnovni principi
- Načini davanja i prihvatanja kritike
- Traženje kritike
- Dobijanje kritike
- Davanje kritike

# Šta je to kritika?

- **Definition:**
  - **Feedback** describes the situation when output from (or [information](#) about the result of) an event or [phenomenon](#) in the past will influence an occurrence or occurrences of the same (i.e. same defined) event / phenomenon (or the continuation / development of the original phenomenon) in the present or future
  - When an event is part of a [chain](#) of [cause-and-effect](#) that forms a circuit or loop, then the event is said to "*feed back*" into itself

## Cilj davanja i prihvatanja kritike

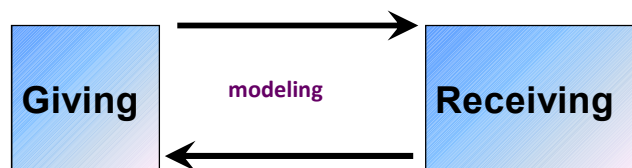
- To improve our coaching skills and that of our fellow team members
- Why to Give and Receive Feedback?
  - Additional way of gaining insight about your own practice and to validate your point of view
  - Should be a learning and growth opportunity vs. punitive or negative
  - Helpful feedback encourages the other person to recognize areas for improvement and motivates that person to make the improvements happen

## Osnovni principi davanja kritike

- Mi svi delimo odgovornost da pomognemo drugima da se poboljšaju i uspeju
- Mi nudimo kritiku zato što nam je stalo do uspeha tima i njegovih članova
- Svi ljudi mogu da poprave i usavrše
  - Sve što im je potrebno je dobro usmeravanje i obuka
- Svi treba da poštuju percepciju drugih ljudi

## Načini dobijanja i davanja kritike

- Feedback can be conducted three ways
  - Asking for Feedback
  - Receiving Feedback
  - Giving Feedback
- Two way process



## Reakcije na kritiku

- Denying
  - Ignoring the need entirely and hoping that the situation will go away is suicidal
- Complaining
  - Recognizing the problem by griping about it to anyone who will listen is hurtful
- Fire Fighting
  - Quickly moving in and single-handedly trying to fix the situation is remedial
- Coaching
  - Helping those involved understand the need to improve and assisting them in making the improvement happen is productive

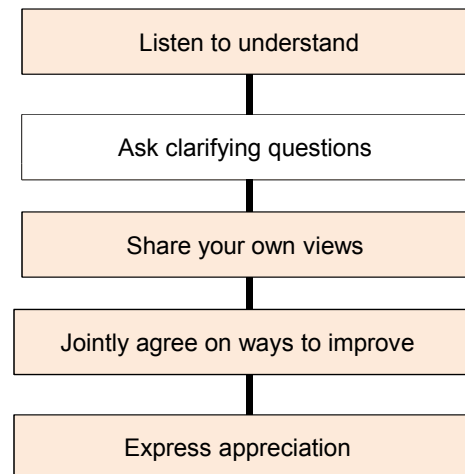
## Traženje kritike (1)

- Select a peer who's opinion you respect and whose judgment you trust
  - Choose someone who is in a similar role as you
  - Alternatively, you could choose someone who you work closely with who is not in the same role

## Traženje kritike (2)

- What to do:
  - Prepare the information you want to discuss with your peer/colleague
  - Select a time and place without distractions for your conversation
  - Briefly indicate what you would like to cover and why it's important to you
  - Discuss and review some of your practice experiences
  - Be specific about your abilities, strengths, and areas for growth, learning and enhancement

## Koraci kod prihvatanja kritike



## Prihvatanje kritike (1)

- Receiving Feedback
  - There is no point in asking others to give you feedback unless you are prepared to be open to it and consider the comments which differ from your own perceptions
- Characteristics of Receiving Feedback
  - Be Explicit
    - Make it clear what kind of feedback you are seeking
    - If necessary, indicate what kinds you do not want to receive
    - Feedback from others is entirely for your benefit and if you do not indicate what you want, you may not receive it

## Prihvatanje kritike (2)

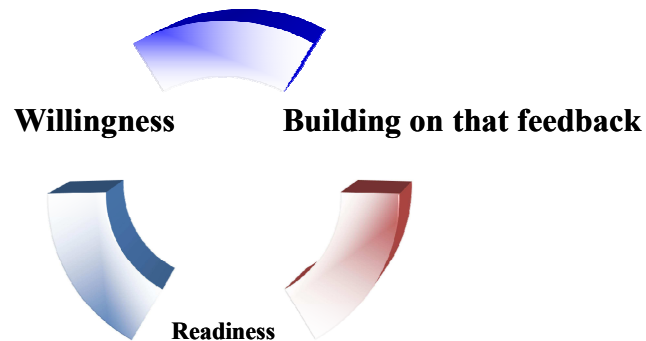
- Be Attentive
  - Take time to listen, understand and consider what is being said by rephrasing and being interested in the other person's point of view
  - Ask questions and be curious about how your peer sees you
  - Ask for suggestions on how to enhance your practice and grow professionally
  - Two questions you may want to keep in mind when asking for peer feedback:
    - What do I do best?
    - Is there some aspect of my practice I can improve?

## Prihvatanje kritike (3)

- Be Aware
  - Notice your own reactions, both intellectual and emotional
    - Be aware of any reactions of rejections or censorship on your part
- Be Silent
  - Refrain from making a response
  - Don't even begin to frame a response in your own mind until you have listened carefully to what has been said and have considered the implications
  - Do not use the excuse of correcting factual errors to avoid hearing and resonating with the substance of what has been said
  - Don't be distracted by the need to explain
    - If you feel you have provide an explanation, do it later after the feedback session

## Prihvatanje kritike (4)

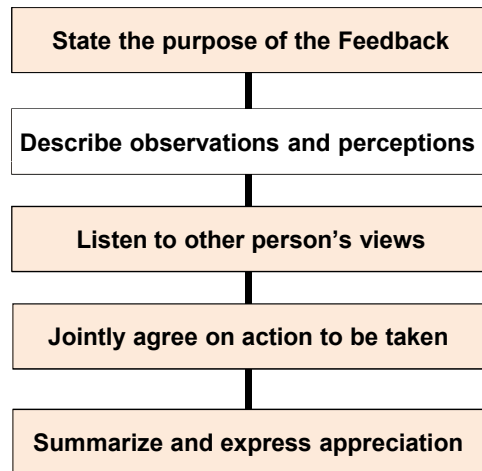
- Receiving feedback is not an easy task



## Koristi od dobivanja kritike

- Team members give feedback because they care about your success and that of the team
- It is the responsibility of your team members to give you feedback and it is your responsibility to decide how to use it
- View feedback as informative and not the final word
- Arguing over another's feeling or perception is seldom productive

## Koraci kod davanja kritike



## Davanje kritike (1)

- Giving Feedback:
  - Check your reasons for accepting the invitation to give feedback
  - Make sure you are clear on what your peer is asking for by restating the request in your own words

## Davanje kritike (2)

- Giving feedback Characteristics:
  - Be Realistic
    - Direct your comments toward matters on which they can act.
    - Direct your feedback toward what is specifically asked for to meet your peers' needs.
    - Although your peer requested feedback, be attentive to feelings and non-verbal cues by each of you.
  - Be Specific
    - Generalizations are particularly unhelpful.
    - Base your comments and feedback on concrete observable behavior or materials.
    - Be supportive and constructive in your comments.

## Davanje kritike (3)

- Be Sensitive to the goals of the person
  - Just because the other person's contributions have not met your goals, does not necessarily imply something is wrong.
  - Be thoughtful in your comments and tone.
  - Listen to what they have to say
- Be Timely
  - Provide time for exchange of comments to create an opportunity for validating and exploring practice strengths, needs and ideas.

## Davanje kritike (4)

- Be Descriptive
  - Describe your views
  - Don't be evaluative or say what the person should be feeling
  - Don't be emotionally manipulative
- Be Consciously non-judgmental
  - Offer your personal view
  - Do not act as an authority, even if you may be one elsewhere
  - Give your personal reactions and feelings rather than value-laden statements by using:
    - "I feel....."
    - "When you...."

## Davanje kritike (5)

- Don't Compare
  - Treat each person's work as their own, not some part of a competition with others.
  - Be cautious about giving feedback in a context in which comments you give may be compared to another.
- Be Diligent
  - Check your responses
    - Is it an accurate reflection of what you want to express?
    - Have you perceived the contribution accurately?
    - Nothing is more annoying than to receive feedback from someone who clearly hasn't bothered to pay attention to what you have done.

## Davanje kritike (6)

- Be Direct
  - Say what you mean
  - Don't wrap it up with fancy words or abstract language.
- Be Positive
  - Say what you appreciate. Don't focus on what you react negatively towards.
  - Find something that is genuinely felt, rather than being positive because you feel it is required.

## Davanje kritike (7)

- Be Aware
  - Note your own emotional state before giving feedback
    - Being anxious or defensive may distort your own comments
    - Feedback is never the time to relieve yourself at the expense of the other person
    - Move to focus on the person to whom you are relating and their needs, not yourself by responding in any way.

## Dobar primer davanja kritike

- “Sendvič” kritika
  - Sistem + - +
  - Najpre izrazite pozitivno mišljenje o osobi i njenom radu
  - Zatim pažljivo izrazite ono što smatrate da bi mogla da popravi
  - Na kraju kratko sumirajte pozitivne strane i izrazite nadu da će biti ostvaren napredak

## Ko treba da daje kritiku?

- Whose responsibility to give coaching?
  - It is the responsibility of all team members
- You may know more about your team members work
- You know better than anyone the mistakes impact on all team members performance
- You work the process everyday
- Coaching fits the principles and values of team environment
- Ability to foster continuous improvement

## Kada ne treba davati kritiku?

- The feedback attacks people and not issues or problems
- The feedback is not related to the goals of the team
- The feedback is inaccurate or exaggerated
- The feedback is given too late for the person to use it
- The recipient views the feedback as manipulative
- It is so sugar coated that it has no meaning
- The recipient is the last to hear the feedback
- The recipient is not allowed to discuss the feedback

Coaching opportunity	Coaching to Correct <i>(Not to Punish)</i>	Coaching to Develop	Coaching to Reinforce
<b>Purpose</b>	To help the person fix a problem or change negative behavior	To help a person continue to improve.	To recognize positive behavior or performance and encourage it to continue.
<b>Timing</b>	As immediately as possible providing you have all the information you need and there are no hostile feelings.	When the person asks for feedback or when you sense that the person will be open to your coaching.	As immediately as possible, be sincere.
<b>Place</b>	In Private	In Private	In Public or Private

## Zaključak

- What feedback are you willing to receive from your team members?

What feedback are you:

willing to give

ready to receive

**Hvala na pažnji!**

**Pitanja?**