

Feedback advice, from: Arata, Ray. 2022. *Showing Up: How Men Can Become Effective Allies in the Workplace*. Diversion Books. ISBN: 9781635769111

### Accepting Feedback (pp.134-135 )

1. Consider that the feedback given to you is supportive and can contribute to your growth. It took courage for someone to share that with you.
2. Be calm and find your center. Remember that this is their experience, that they have taken some risk to be vulnerable.
3. As you listen to the feedback, notice the feelings that come up inside you. Do you feel fear, shame, sadness, anger? Breathe and stay silent.
4. Notice if you want to defend, disagree, or offer an explanation. You are still in listening mode; stay silent. Focus on connecting to their experience and what happened to them.
5. Take a beat: Consider that the very thing you want to defend, disagree, or explain is perhaps the very thing you need to look at and get support around.
6. Say, "Thank You. I'm sorry, and I will work on this."
7. Honor your own process and proceed to the clean-up conversation model when ready.

### Organizational Accountability (pp.136-137)

#### Part One: Taking Accountability

1. Ask yourself, "Did this occurrence happen on my watch?"
2. If yes, then ask, "What is my part in this that contributed to this occurrence?" This could be your lack of awareness, your silence, not setting expectations, and more.
3. Then ask, "Who or what is truly important to me, such that I would be willing to make a commitment to do/say something differently?" Presumably, it's the health and well-being of the individual, your team, and the culture of your [organization]. It needs to be important enough to make a commitment to.
4. "What is my commitment to action?" This last step is the most important because the action you decide to take is designed to be the new behavior.

#### Part Two: Giving Feedback (pp.137-138)

Your responsibility as an inclusive leader will necessitate difficult conversations. There will be times when you need to bring to another [person's] attention the impact of [their] language or actions on another person. After you have run the accountability process on yourself, you are ready to give feedback to the transgressor.

1. Approach the individual and share that you have some feedback for them. Ask them if they are open to receiving it.
2. Emphasize that you are bringing them this feedback in support of them, and that it is part of your responsibility to create inclusive environments.
3. Make sure they are present to hear this; this cannot be done over email or phone.
4. Encourage them to resist defending, explaining, or mentioning that it wasn't their intent.
5. Share the data: "When you said this/did this ..."
6. Share the impact, ... Let them know that their focus needs to be on the other person's experience.
7. If necessary, share your own experiences of making these human mistakes.
8. Allow them a moment to take it in.
9. Ask them to share back to you what they heard.
10. If they are amenable, direct them to the clean-up conversation process.