



Asking for and Receiving Feedback

When you are asking for feedback, your projects or day-to-day environment may move very quickly and so it's important that when you meet with your manager that you are able to focus on areas that you believe will help you make the most progress in terms of course-correcting to advance your career.

To start, ask and answer the following three questions below for yourself first.

- 1. What did I do well?*
- 2. What can I do better?*
- 3. What do I feel I need to focus on to improve?*

This will help you bridge when you meet with your manager or someone on your project team who can give you strong feedback on your performance. When later meeting in-person, you can ask for their feedback on those same self-assessment questions to compare.

Often professionals dread asking for feedback in a formal meeting. However, there's no rulebook that says it has to be a scheduled sit down. There are impromptu opportunities to gain feedback when you're heading out to lunch or in the elevator, which can put you more at ease.

You also want to avoid questions that result in yes or no answers. Ask open-ended questions such as:

- *What's one thing I could improve?*
- *What's one thing I could have done better in that meeting or presentation?*

- *It's been about 6-months since I've stepped into my role, and would welcome your feedback. Where do you see my biggest opportunity is for growth?*

Make your feedback timely. No need to sit on ceremony to wait for a formal meeting or performance review.

- *How do you think I could have handled that person better?*
- *What do you think I could be doing differently to be successful on this project?*
- *How would you approach this if you were me?*

Asking for Feedback

- Let your management know that you would like feedback so they have time to prepare
- Be clear that you want honest feedback
- Be specific on what you want feedback on
- Ask open-ended questions. Focus on the future.

Receiving Feedback

- Avoid the urge to justify or explain your actions
- Don't become defensive
- Don't interrupt
- Paraphrase what they said to test your understanding
- Ask for specific examples
- Be aware of your non-verbal language
- Thank them for their honesty

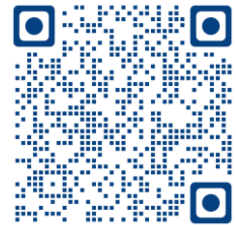
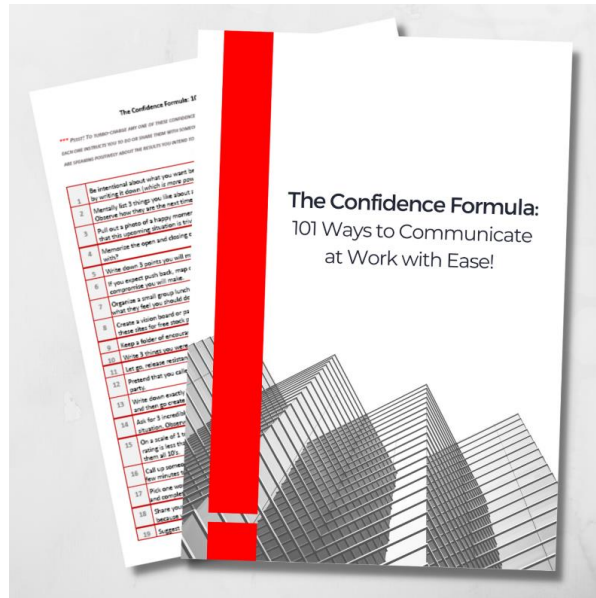
Don't forget about your clients and business partners whom you have worked with on projects! You can jumpstart a feedback loop by observing others work and sharing praise

for their results. This can open up a conversation later on, where you can ask for their input as well and begin to build relationships, especially with sponsors who can support your growth.

Remember all feedback is good feedback and it is a gift! It may be hard for the person giving feedback, it's usually not always fun. Keep a focus on what you can do differently after receiving the feedback to bring to your next project or role.

For additional communication strategies that will help you remain intentional, concise and confident, download your FREE REPORT: [**The Confidence Formula: 101 Ways To Communicate Your Value at Work.**](#)

[**CLICK HERE to download report**](#)





MARISA SANTORO, a former Wall Street IT executive and the founder of the career learning platform In Our Shoes (www.InRShoes.com), is a keynote speaker, career coach, corporate leadership trainer, diversity and inclusion consultant, and author of [Own Your Authority](#) (McGraw Hill).

Her expertise in leadership and professional development, as well as effective business communication, has been brought in to support business leaders across clients in diverse industries such as Merck, American Express, UBS, Anheuser-Busch, Allianz Global Investors, Sony Music, S&P Global, Royal Bank of Canada (RBC), New York Council of Nonprofits, Women in Tech International (WITI), Aetna Healthcare, New York University (NYU), NYU Langone Medical Center, New York and New Jersey city governments and many more.

She is a TEDx speaker, and honoree of the Woman of Influence award from New York Business Journal and BizWomen.com for her years of mentoring and coaching midcareer leaders, executives, healthcare professionals, and sales leaders to achieve higher levels of influence.

She also writes a [career column for American City Business Journals](#), covering their how-to career and business strategy sections, with articles published across 44 cities in the United States. Her [TED talk, "Speaking Without Apology,"](#) guides on how to detach from language that feeds into the "Sorry Syndrome" and make subtle tweaks in your speech to springboard you from diluting your value to spotlighting your assets immediately.

She guides professionals how to reclaim their confidence, tap into their instincts and embrace their inner dialogue using proven tactical tools, and strategies in proven step-by-step career leadership programs coaching on ways to authentically build trust as leaders and advance in their careers.

She delivers seminars, workshops, webinars, coaching, microlearning "just in time" modules, and self-paced multimedia courses to fit your organization's training needs. Her work has been integrated to launch Women's Leadership Initiatives, Leadership Academies, Diversity and Inclusion Initiatives, New Hire Programs and used in learning and development programs across government agencies, nonprofits, and organizations in the financial services, health care, real estate, education, and wine sectors.

Prior to any coaching or training program, she delivers a pre-assessment clarity questionnaire to every participant in order to assess where they are struggling in their career, what the pain points are and where they would like to be in their career, in 3, 6, 12 months' time – their breakthrough career goals.

In the world of leadership development, there's no shortage of advice on what to do to drive career success—but very little is said about who to be and listening to your intuition. While leadership skills are important, self-trust is the foundation that great leadership is built upon—and developing it is a deeply personal process. In [Own Your Authority](#), career leadership expert Marisa Santoro provides the knowledge, tools, and insights you need to understand and embrace your authentic personality and trust your intuition.

"This is the heart of increasing confidence in any area," she writes, "taking on risk in small increments, stepping into new territory, facing fears, learning, failing, growing, and circling back to take on more risk that will stretch but not freeze you."

Great leaders communicate clearly, speak up when it matters most, and thrive on taking on measured risks. Through self-awareness, they embrace acts of discomfort every day—all in the name of learning, growing, and achieving higher levels of influence and leadership.

And it all comes with self-trust and confidence.

