

PRAISE AND CRITICISM

WORKSHOP GUIDE



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LEARNING OBJECTIVES

This course will show you how and when to deliver effective praise and criticism.

This guide is designed for a manager or a facilitator to deliver a short workshop featuring videos from the Video Arts Management Essentials Series. Each video comes with a series of activities around the following structure:

LOOK - watch the video and reflect on the content and message.

THINK - activities and questions linking the video to their own experience and workplace.

REMEMBER - a summary of the key learning points.

Each section relating to the video will last around 15 minutes.

ACTION PLAN - At the end of the series of videos and activities delegates should be encouraged to share the most important actions they will take and record actions on their Personal Action Plan sheet.

FEATURED VIDEOS

- Sharing praise
- Giving criticism

VIDEO 1 – SHARING PRAISE

LOOK (play video, 3 minutes)

Everyone needs praise and when given the right way, it can help motivate individuals and teams. But it's a fine balance that you have to get right. Once praise is seen as being phoney, it's never taken well again. So, be sure to get it right.

THINK (10 minutes discussion)

What's the best way to share praise with your employees?

Responses could include:

- **Be specific** - your employees can always tell if you're being genuine. Tell them specifically what you liked about something they did. Don't end it with a sting in the tail. Give praise when it's deserved.
- **Be honest** - don't praise people for things they haven't done.
- **Be immediate** - praise has a short shelf life; don't save it up for a rainy day.
- **Look for opportunities** to praise people rather than criticising them.

REMEMBER (2 minutes recap)

Sharing praise

- Be specific.
- Talk about it.
- No sting in the tail.
- Put it on record.
- Make it public.
- Look for opportunities to praise.

VIDEO 2 – GIVING CRITICISM

LOOK (play video, 3 minutes)

Giving critical feedback needn't be painful. You can encourage someone to improve, rather than hurting his or her self-esteem. Unfortunately many managers think criticism actually means being critical rather than focusing on a clear, achievable objective.

THINK (10 minutes discussion)

Ask the group to discuss what techniques they use when giving criticism?

Try to cover the following points;

- It's important to have a plan when giving criticism so that you can explain the facts and why it matters.
- Speak face-to-face and in private. Don't wait so that the first time he or she hears about the problem is at the performance review. Ask questions and listen to their point of view.
- Get the person to 'own' the problem. First, establish what actually happened. Agree on the facts.
- Have a conversation and listen to what the other person is saying. If you ask a question, wait for the answer.
- Attacking an individual's personality is not the way to conduct a performance review. Criticise the action, not the person; talk to them about a particular action and not an aspect of their personality.
- Give the reasons for your criticism. Reasons make powerful arguments.
- The essential final step is making sure the fault will be corrected. Ending on a compliment/positive note will help achieve you this. But be genuine.

REMEMBER (2 minutes recap)

Giving criticism

- Quickly, face-to-face and in private.
- Agree the facts.
- Ask and listen.
- Criticise the action.
- Explain why it matters.
- Agree a remedy.
- End on a compliment.

PRAISE AND CRITICISM – ACTION PLAN

Divide the group into pairs or threes.

- Ask them to spend 10 minutes sharing the most important action they will take to improve their approach giving praise and criticism.
- Make sure that each individual has identified at least one specific action to take as a result of the programme.
- Ask for and answer any final questions.
- Bring the session to an end.