





If the employee's behavior is a recurring pattern, you should address the person's reactive tendency head-on. You might say something like, "I notice every time we sit down to discuss feedback, you get [upset, angry, defensive]. I have your best interests at heart. What can I do to help you receive feedback with more openness? And here's what I need in these interactions." Break the vicious cycle of avoiding difficult feedback conversations. Says Castelda, "Be careful not to stew on things or bottle things up. Give constructive feedback as things come up. It ends up being smaller."

Emotional reactions can put us on opposite sides of the table with the other person. By focusing on good intentions, preparing with integrity, and calmly and effectively responding in the moment, we can move to the same side of the table and help the other person grow.

Amy Jen Su (<https://hbr.org/search?term=amy+jen+su>) is a co-founder and managing partner of Paravis Partners, a boutique executive coaching and leadership development firm. She is co-author, with Ariel Aignan Wilkins, of *Own the Room: Discover Your Signature Voice to Master Your Leadership Presence* (<https://hbr.org/own-the-room-discover-your-signature-voice-to-master-your-leadership-presence/an/10931E-KND-ENG>).

Re UMTV

This article is reprinted from Harvard Business Review with permission. ©2018

**CONTACT US (WWW.SHRM.ORG/ABOUT-SHRM/PAGES/CONTACT-US.ASPX) | 800.283.SHRM (7476)**

© 2020 SHRM. All Rights Reserved

SHRM provides content as a service to its readers and members. It does not offer legal advice, and cannot guarantee the accuracy or suitability of its content for a particular purpose.

Disclaimer ([www.shrm.org/about-shrm/Pages/Terms-of-Use.aspx#Disclaimer](http://www.shrm.org/about-shrm/Pages/Terms-of-Use.aspx#Disclaimer))