

## **CRITICAL MANAGEMENT: HOW TO CONVERT THEM IN FEEDBACK**

When critical, to whom I am criticizing? ... For a criticism it helps someone, you should refer to behaviors that can improve, no identities that must change. Blame negative criticism, a constructive solutions. Everyone is free to speak but no one has the "power" to make a review you interfere, unless the shares. In which case, if annoying, make sure it is with yourself and take charge.

Critics' views are what I observe, are these facts, behaviors, actions and everything that falls under my vision. My view of this "reality" is a part of what might be called "reality" and is influenced by my story, which built from my experiences and how I behave in the world.

Criticism can be analyzed from two perspectives, the first being from whom the issues: who is a critic must consider what he perceives is only part of reality, therefore, be prepared to face the different reactions of people or teams that receive them. It could happen that the broader view, criticism can be changed, he lost consciousness, or build up resistance to accept, if the recipient has blind spots that prevent you from being aware of what he is saying, or even be accepted and grateful.

Constructive criticism is always oriented to articulate changes that benefit the context they belong to the people involved and focus on common gains arise from the changes. However, some people give opinions focus on their individual interests only, and from there, what you hear, is a "personal attack" for the person receiving criticism and therefore the latter reacts with defense mechanisms. In the latter case, it would be appropriate to ask why anyone would be willing to listen to criticism that he has no personal gain? That equates to think because I have to change something for you to be my happy ...

### **Critics at Work**

In the employment context, heard several criticisms of the other partners or colleagues, who critics, blames the other for the conflict to shirk its responsibility in them. Much of these reviews are a mechanism used to avoid problems and divert the focus. How often have we heard phrases like "The problem is that department which is very inefficient," "The problem is that the client does not specify what he wants," "I ask things, but I met", "I tell him they do, if they do not follow up on them my work, I just give ideas", " I do not know how they do not realize what they are doing wrong"... These comments are called "Killer Phrases ", do nothing positive, destroy, evidence suggests conflict without a solution geared to produce motivation and creative blocks, companies that keep innovation.

The second perspective is from analysis who receives them, who could hear it from several positions:

- Since the acceptance, shares the critical listening and is responsible for working on it and gives feedback on how you're addressing.

- From the denial, shares the criticism, but I resent being told because the evidence is in and gets angry.
- From the unconscious acceptance, agrees on a subconscious level, but does not accept and act with a defense mechanism

Projects, is defended by a reaction in which attack, is doing to others what he accuses others of doing to him.

Retroyecta, made himself what he would do to the other, creating situations to be avoided, but that does not have the resources to express.

- Since the resignation, accepting shares without evaluating it critically and empowers the other to tell you how it should be. Introjected, it is believed everything he said about himself and does what others want to do.
- Since the rejection, does not share the criticism, and provides information to clarify the differences.
- From indifference, does not agree and just listen.

Learn a critical issue is as important as learning to receive

The reflection that arises is how can we handle criticism? Delete it, waste involves collective creative capacities, a non-constructive criticism, involves activating defense mechanisms and self-destruction of people and develop a culture of constructive criticism involves the full potential of available capacity in the system.

For critical issue, there is a model created by Paul Hamburger Anwandter, leader of the Integral Coaching in Chile, which suggests the following:

Always tell the beginning, "for me, or in my perception," then ...

1. Mention what is right
2. Say what can be improved
3. Mention what it would be benefited with improved

For criticism, an approach developed by NLP (Neuro Linguistic Programming) is as follows:

- Actively listen to the person giving the criticism, focusing their attention on what you are saying and away from the internal dialogues that arise in your mind. If there are ideas that distract you from listening, transform them into scenarios and turn them into questions to the caller.

- Try to mentally dissociate the thrill of watching the scene from outside, imagine this on a balcony watching the conversation.
- When something is not clear, ask for more information about the criticism they are doing. Ask for specific examples of specific behaviors that allow you to clarify if it is properly understood. This will also serve to depersonalize the criticism and stay calm (o) and can identify what the positive intention of the review and what are the expectations of changes expected.
- If you agree with the view, thank and pledge to take over by concrete actions. If not satisfied, a dialogue of negotiation through which it can reach an agreement that allows the person to perceive the positive intention of his criticism is welcome, but needs to be complemented by other perspectives that you must provide to agree on how to resolve the situation.
- Look for commonalities between your perspective and that of his critic, and build from there.
- If your perspective is not understood, look for different ways of expressing it. Identify its offerings to requests received by the critics. Show your interest to reach an agreement. Find the true object of criticism and learn how to solve it. Ask what is the critical solutions in mind.
- Remember that despite their willingness to seek options, you can not always please everyone. Therefore, your partner could be more flexible and not hinder the agreement, in which case it is beyond the scope of control to reach a solution. If applicable, close the discussion with an invitation to return to talk when there is openness to assess options.


The important thing is that while you're getting feedback, you avoid interrupting with defensive comments. When people feel they are not being heard, tends to become harder. If you are concerned to defend themselves, lose focus and will fail to identify which is the focus of criticism.

People normally raise criticisms in a very general and abstract, so it is very important to realize the point of conflict to resolve. Facilitates an open mind to think clearly and allows interested in changing or act with humility to accept. You have the power to choose what to do with the criticism and that is reassuring. Many views are projections of who they are issued, but many others are real contributions to our growth and these are the ones that magnify. If someone takes the time to make a constructive criticism with the aim to help you grow, is worth listening to.

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## REFERENCE OF THIS TEXT

 *Critical Management: How To Convert Them In Feedback*, Muñoz Serra, Victoria Andrea, website: Victoria Andrea Muñoz Serra ([http://www.victoria-andrea-munoz-serra.com/coaching\\_integral\\_ingles.html](http://www.victoria-andrea-munoz-serra.com/coaching_integral_ingles.html)), Concepción, Chile, March 2012.