

Giving and receiving Feedback

- Strengthening Relationships and raising Performance

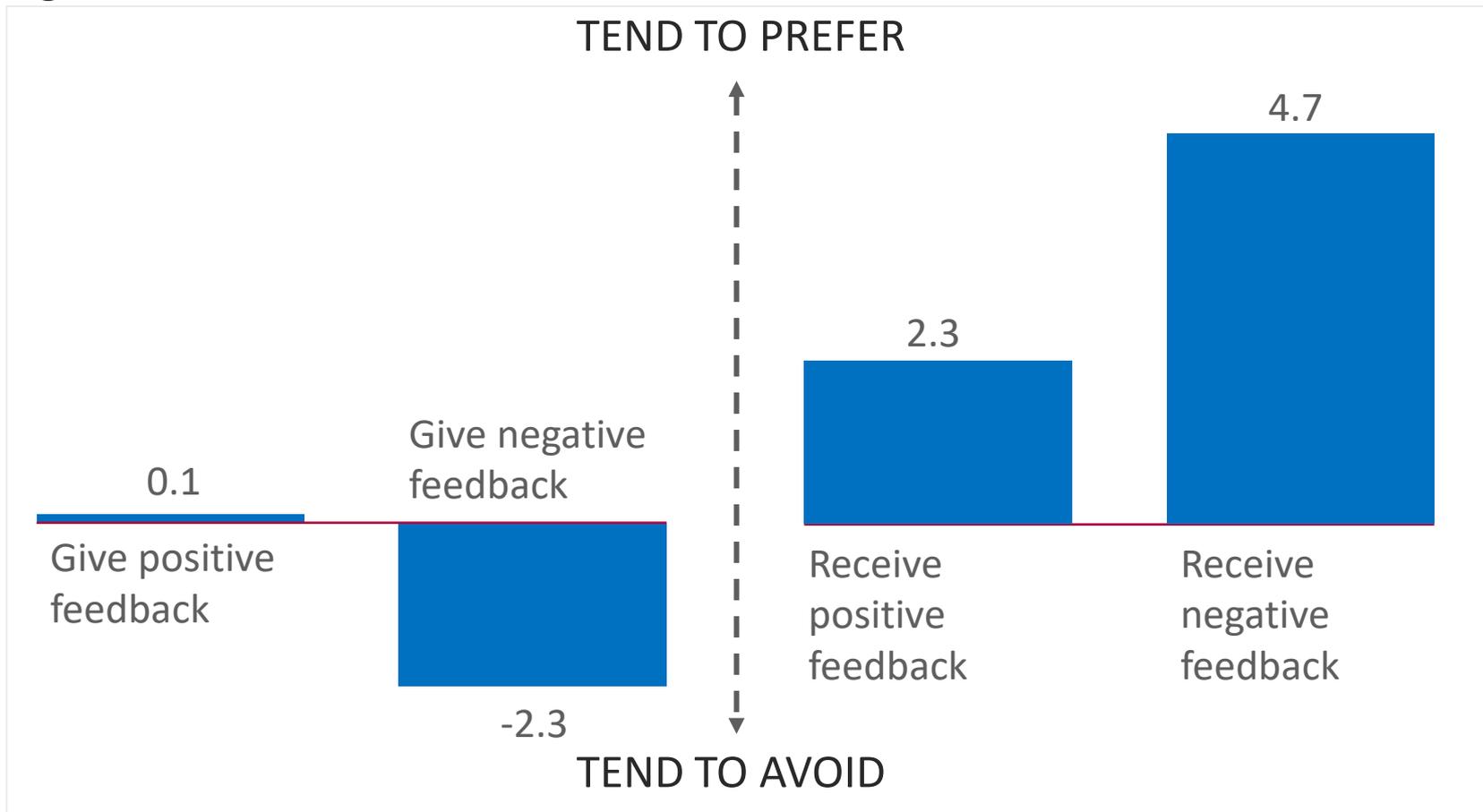
Why Feedback?

- **Curiosity:** People have the fundamental need to know the worth and quality of what they are doing & what the other person thinks about them
- **Appreciation:** Sitting down and talking about someone's development is a sign of respect. Furthermore, wholistic feedback considers and values the strengths and positive traits of a person as well.
- **Performance:** We want to improve ourselves and want to become good at what we are doing most time of the day. To know if we are on the right track or not helps us to improve and to feel better about ourselves.
- **Relationship:** If nobody gives us feedback, we feel as if the work we do is not important enough or meaningless. We don't feel acknowledged.



No one likes to give negative Feedback, but everyone wants to hear it

- A study by Harvard Business Review has found out that employees want to hear negative feedback – even more than they like to get positive feedback. This is tricky, since it also shows that the average person does not like to GIVE negative feedback.



The ideal attitude and objective for giving feedback

- **Give it continuously:**

many regular conversations throughout the year prevent you from overchallenging your employee by unloading all the negative perceptions and suggestions all at once. Chances are that you may feel swamped with your own work and that you regard regular feedback conversations with every employee as a burden for your calendar. We encourage you, however, to be clear on what a seamless and improving performance of your direct reports means for you and your performance in your leadership role.

- **(at least) balance positive and negative points:**

Only through positive feedback people are encouraged to continue doing what they do well. It creates an appreciating atmosphere as well as raises mood and the quality of cooperation.

Even though working on negative points is important, being confronted with one's own shortcomings only is demotivating.

Our recommendation: appreciate more than you criticize.

- **Treat it as a conversation:**

It is a two-way street and in order for the employee to accept your feedback it is essential that you let her/him express own thoughts and statements.

Give them time to process your feedback and then ask about their opinion.

Some more Ground Rules for giving Feedback

- ✓ Focus on what you see, not what you believe
- ✓ Focus on behavior, not on personality
- ✓ Stick to the facts - don't make judgements or interpretations
- ✓ Use feedback to inform
- ✓ Make it supportive, not threatening
- ✓ Keep it simple - don't overdo it
- ✓ Separate your feedback from your personal beliefs and preferences
- ✓ Stay objective and point to specific behaviors
- ✓ Make sure your feedback includes both positive and negative notes

How to word feedback:

The **SBI**-Model (Situation-Behavior-Impact)



Situation

B

I

F

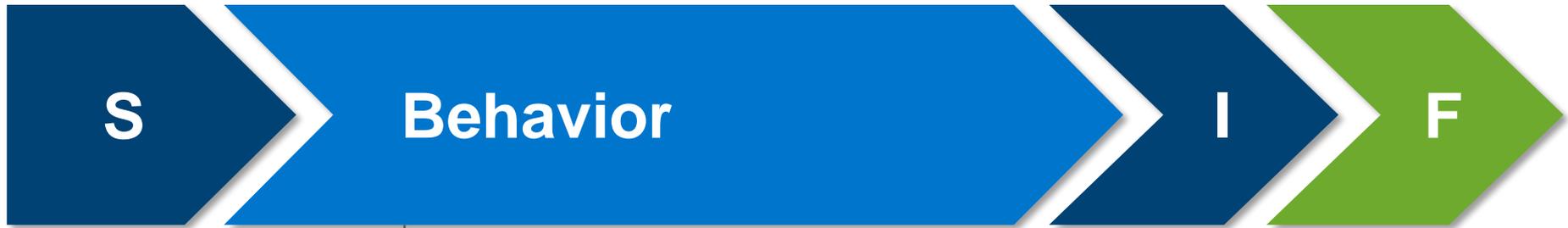
- ✓ Define WHERE and WHEN you observed an exemplary display of the behavior that you are about to feedback.
- ✓ This gives your conversation partner an exact frame of reference and prevents you from talking on an abstract level only, meaning it sets the foundation for actually applying the exchanged feedback in future scenarios.

✓ An exemplary formulation can be as follows:

“During the team meeting last Thursday during which we discussed our strategy for the upcoming sales initiative, ... “

How to word feedback:

The **SBI**-Model (Situation-Behavior-Impact)



- ✓ You describe the specific behavior that you want to address.
- ✓ Communicate **ONLY** what you have been able to **OBSERVE** – don't make assumptions, conclusions or refer to what other people have been saying.
- ✓ Start sentences with “I noticed”, “I saw”, “I got the impression that”

✓ An exemplary formulation can be as follows:

“During the team meeting last Thursday during which we discussed our strategy for the upcoming sales initiative, I noticed that you interrupted Kathrin’s contributions most of the times.”

How to word feedback:

The **SBI**-Model (Situation-Behavior-Impact)



- ✓ Describe your own perception of how the other person's actions has affected you or others.
- ✓ Only use "I Statements", never use what other persons may have said to you to back yourself up.
- ✓ Use formulations such as "it made the impression on me that", "It brought me to the thought that" "I had the feeling that"

✓ An exemplary formulation can be as follows:

"During the team meeting last Thursday during which we discussed our strategy for the upcoming sales initiative, I noticed that you interrupted Kathrin's contributions most of the times. This created the impression on me that you wanted to dominate and disrespect her and brought me to the thought that you two may be in a conflict situation. I also had the feeling that it made the team atmosphere less creative and cooperative."

How to word feedback:

The **SBI**-Model (Situation-Behavior-Impact)



- ✓ In contrast to feedback (which is an evaluation of the past), feed-forward provides recommendations on how a person can change their behavior in a future situation.
- ✓ It can be more productive to help people be “right” than to prove they were “wrong”. Also showing that you have thought of a possible solution yourself is a signal of your real interest in the other person’s situation. Being this constructive shifts the focus on the performance rather than the person itself.

✓ An exemplary formulation can be as follows:

“In future team meetings I wish for you to let Kathrin present her ideas in full length and to take a moment in which you really think about the point of view from which her contribution comes from, before we all discuss the best option.”

Take-Away

- Be *honest* with your assessment
- Be *generous* with your appreciation
- Be *focused* with your constructive feedback

...Deliver feedback like a gift!



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