

Feedback Resources

The Relationship

The relationship is the key to how the feedback is received. Carl Rogers talked about the core conditions <http://www.infed.org/thinkers/et-rogers.htm> that facilitate learning; in a feedback conversation these can be described as:

Genuineness - being honest, open and truly yourself (not the boss, the leader, or the role)

Respect - caring about the opinions, feelings and the person you are having the feedback conversation with (ensuring that it is a two way exchange in which both parties are being heard, rather than delivering a message and not caring about the others opinion)

Sensitivity - a deep understanding from the receiver of the feedback's point of view (taking the time to put yourself in their shoes and imagine how you might experience the conversation)

Constructive feedback approach

When you.....	When you are dismissive of my ideas in meetings
I feel.....	I get angry and despondent
I think.....	and think that there is no point participating in meetings when you have already decided on a course of action
I would like.....	What I would like is that you hear out other's ideas and give reasons if they are not appropriate so that we can all understand your thinking.

This model can be used for any feedback conversation and will help you get through to the person on all levels.

Receiving and Accepting Feedback

When receiving feedback:

- Listen carefully - seek to understand
- Ask questions to clarify information
- Don't become defensive or over emotional
- Stay in adult/professional mode (you are not being told off by your school teacher or Dad!)
- Reflect before you respond (if you are feeling angry or emotional it is sensible to ask politely if you can think about it overnight before responding)
- Have a creative conversation with someone else to reflect on the situation: how can you creatively engage with this issue?

*****Ask yourself

Do I understand it? Is it valid?

Is it important? Do I want to change? *****

The more we open up ourselves to feedback on our behaviour, from those who are willing to give it, the better we are able to understand the impact we have on others. Based on that insight we can therefore adjust our behaviour and develop ourselves so as to become more effective in our workplace.

Feedback Tools and Resources

The Johari Window and Transactional Analysis are two powerful resources to help you consider your approach to giving and receiving feedback.

Johari Window <http://www.businessballs.com/johariwindowmodel.htm>

The main value of the model is to show that if you seek feedback from others of what you cannot see yourself and take risks in revealing some of what is kept behind the façade, then your behaviour is more open to your colleagues and as a consequence it is less likely for them to misinterpret your behaviour.

Transactional Analysis

Transactional Analysis provides a view of how personality affects how you give or receive feedback. The value of this approach is that it allows you to interpret behaviour with understanding and more importantly it allows you to re-plan behaviour in a different way. A recommended book to find out more about Transactional Analysis would be Harris, Thomas (1995), *I'm OK, you're OK*, Arrow.

***** After your next feedback conversation, ask for feedback on your feedback!*****