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# STRATEGY EXECUTION HEROES

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## How to give effective feedback

### *Tips*

This document is part of a set of supporting material available for download upon purchase of *Strategy Execution Heroes* by Jeroen De Flander (isbn 978-908148731-3) .

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## Questions to ask yourself prior to giving feedback

- Is it true what I want to say?  
Or is it in fact focused on myself?
- Is it recent enough to bring it up?  
Or is it water under the bridge?
- Do I want to accomplish a change, positive behavior in somebody else?  
Or do I only want to prove my point, vent my frustrations?

 **Based on these questions you might want to reconsider using feedback**

## Tips for giving feedback

- Give feedback frequently
- Make feedback timely, soon after observing a behavior
- Keep feedback simple but specific
- Provide a private, neutral setting when your feedback concerns behavior that must be corrected
- Focus on the situation, behavior you have observed not on the person
- Describe the receiver's behavior without interpreting motives (what in stead of why)
- Communicate the impact of the receiver's behavior
- Offer the receiver suggestions and support for making changes in their behavior but keep the focus on sharing information as opposed to giving advice
- Give the amount of information the receiver can use in stead of what we would like to say
- Take information style into account and be prepared for unexpected information
- Check to ensure clear communication
- Allow time for the reviewer to ask more questions or to get better clarification
- Leverage your receiver's strengths
- Catch people also "doing things right"

## Common mistakes in giving feedback

- The feedback judges individuals, not actions
- The feedback is too vague
- The feedback speaks for others
- Negative feedback gets sandwiched between positive messages and thus gets lost
- The feedback is exaggerated with generalities
- The feedback psychoanalyzes the motives behind behavior
- The feedback goes on too long
- The feedback contains an implied threat
- The feedback uses inappropriate humor
- The feedback is a question, not a statement



## Tips for receiving feedback

- Don't interpret feedback as an assault
- Take it serious
- Don't react too defensive or too soon
- Ask questions and repeat in your own words to ensure you understand correctly
- Ask for examples if needed
- Share your own feelings and opinion
- Show appreciation for receiving feedback
- Judge the feedback and communicate on what you will do with it

## Common mistakes in receiving feedback

- Ignoring it
- Denying it, dismissing the validity
- Distancing yourself as being not the cause (“others are to blame”)
- Projecting the feedback on the one who is giving it (“you do the same yourself”)
- Not reacting at all
- Becoming emotional: angry, sad or aggressive response
- Shifting to problem to the other (“that’s me, I can’t help it”)
- Exaggerating it (“I can’t do anything right”)