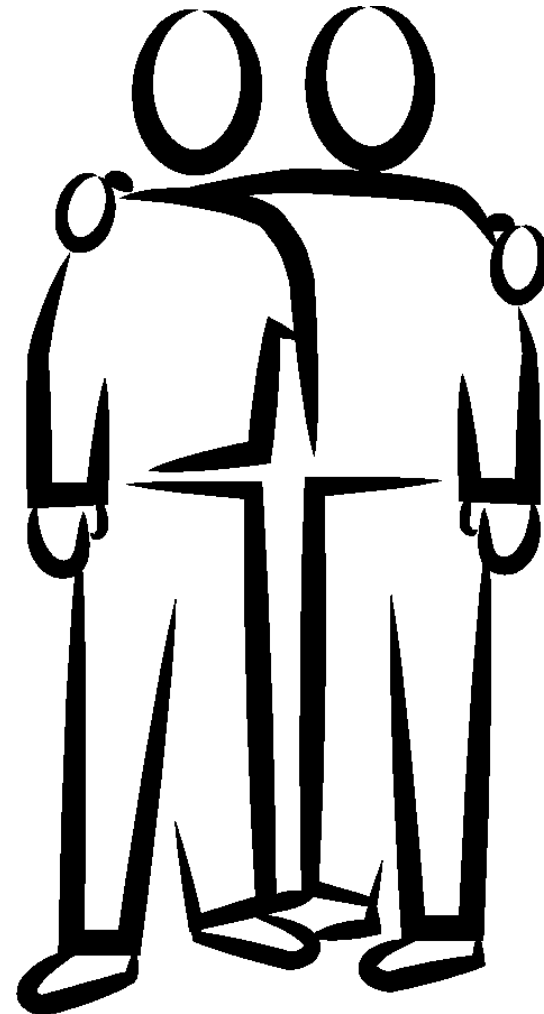
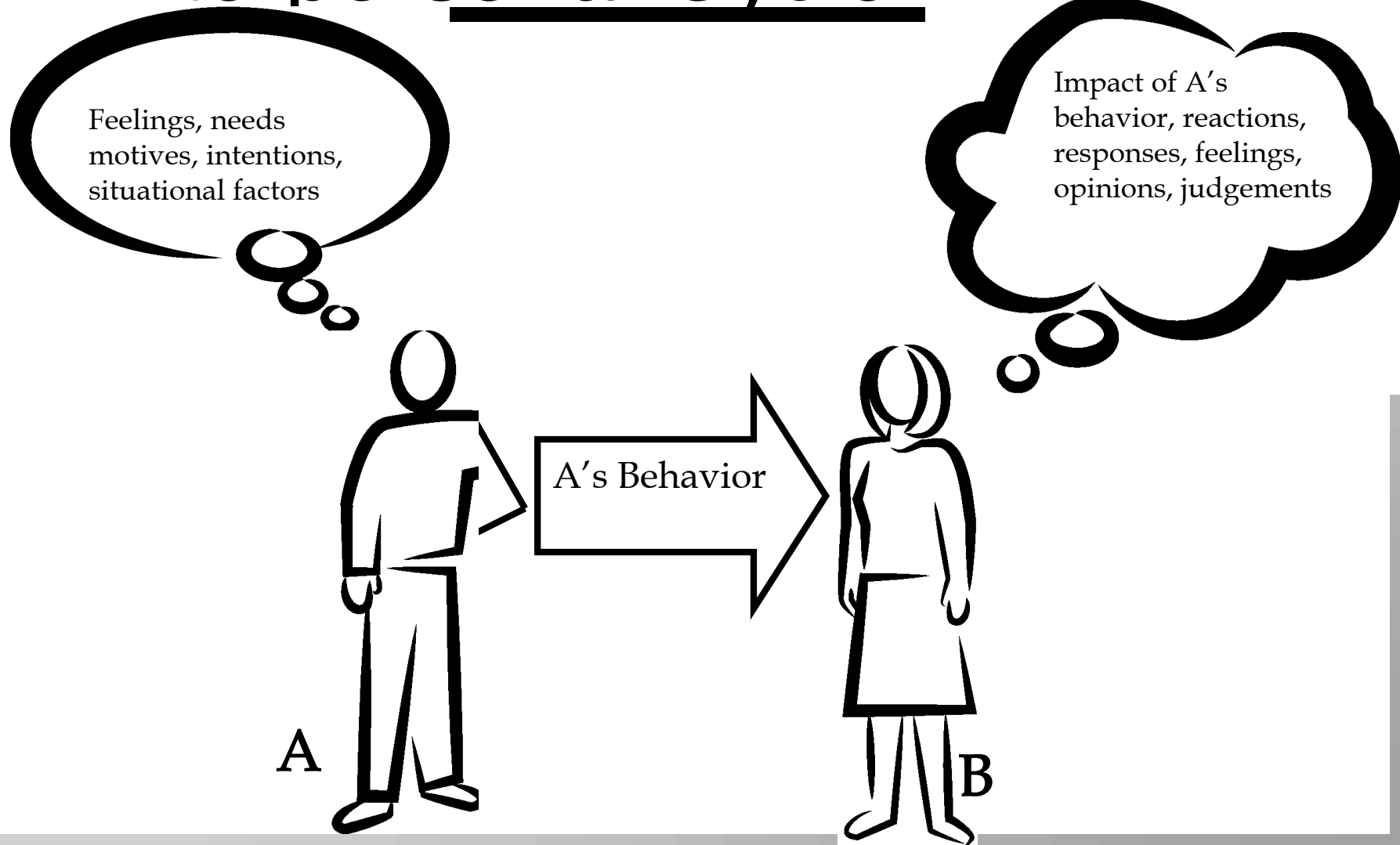

Introduction to Feedback



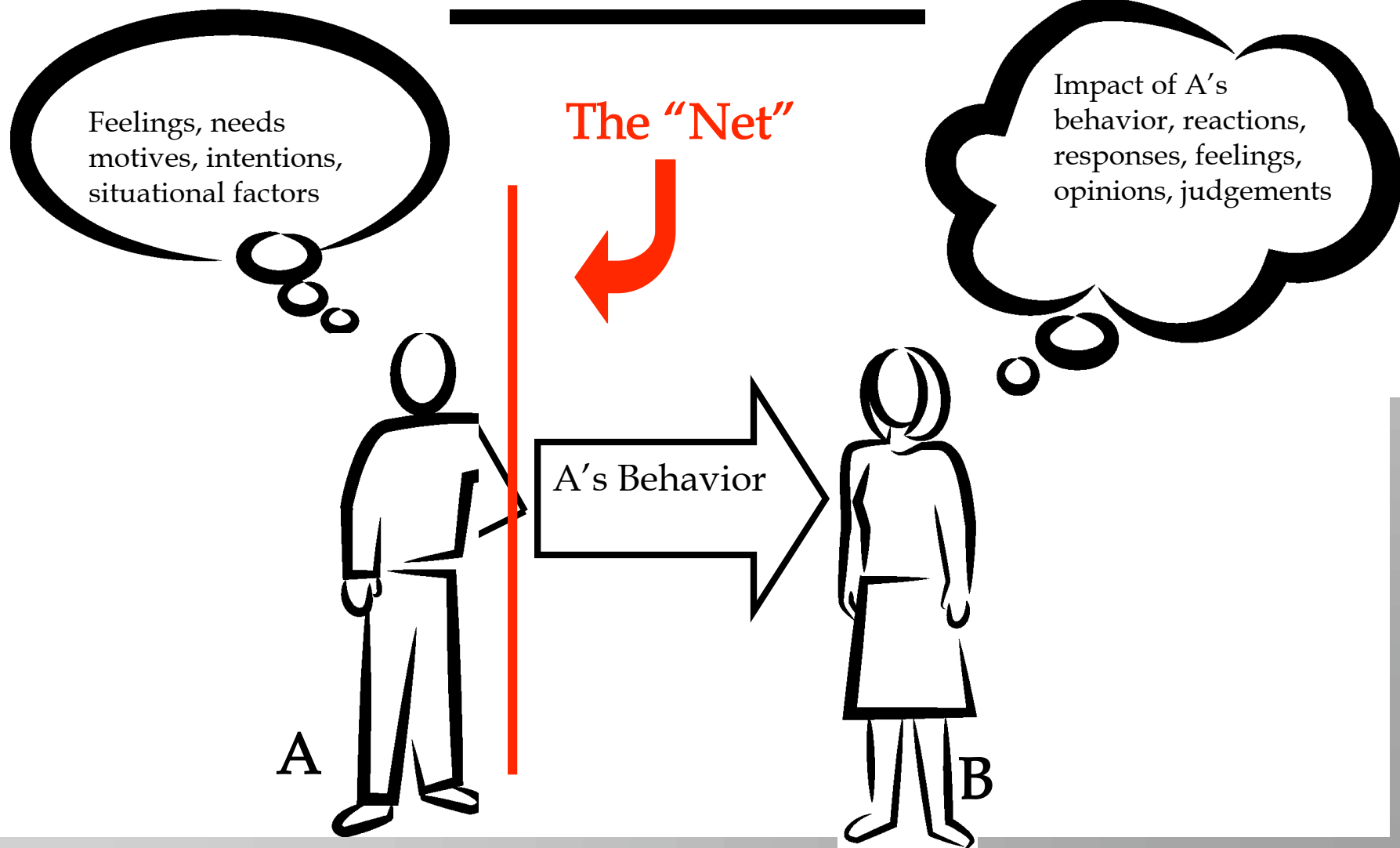
Typical Concerns

- Others will think less of me
- I will hurt the other
- The relationship will be damaged
- The situation will be worse

Interpersonal Cycle*



* From Power Up by Bradford & Cohen © 1998



* From Power Up by Bradford & Cohen © 1998

Staying on your “Side of the Net”

- I am the expert on my needs, motives, and intentions
- My behavior is public.
 - Known to both me and to you
 - Includes verbal and nonverbal behavior
- You are the expert on the effects of my behavior on you

Over the Net Statements

- “You are too aggressive”
- “You’ve got a lot of nerve”
- “You are defensive”
- “I feel that you are defensive”
 - This is an attribution about what I think the other is feeling; it is not my feeling

Staying on My Side of the Net

- “I am very frustrated by how the meeting is going”
- “I am losing confidence that you will deliver what I need from you on time”
- “When you ignore my ideas I feel angry and find that I stop listening to you”
- “I think a different approach will be more helpful”
- “I want you to let me finish my thought before sharing what you think”

4 Variations *

1. “This is how your behavior is affecting me”
2. “Your behavior is not meeting your goals”
3. “Your behavior is costly to you”
4. “Am I part of the problem?”
OR “If I do X, will you do Y?”

* From Power Up by Bradford & Cohen © 1998

Variation #1

- “This is how your behavior is affecting me”
 - “When you cut me off I feel angry”
 - “When you ask how my day is going, I feel supported.”
 - “When you shared your lesson plan with me, I wanted to find a way to be helpful to you.”

Variation #2

- “Your behavior is not meeting your goals”
 - “I think you want me to agree to your proposal, but when you cut me off, I feel resistant to your ideas”
- Discovering goals
 - People give clues all the time in what they say
 - All behavior is intentional and a clue to goals
 - Ask!

Variation #3

- “Your behavior may meet your goals, but is very costly to you.”
 - “The way you run meetings does keep us on track and conflict to a minimum, but we don’t get to fully explore potential problems. The cost is that many of us are not fully bought in.”

Variation #4

- “In what ways am I part of the problem?”
 - “I notice that you often disagree with my suggestions and I’m getting pretty frustrated by that. I’m wondering if I’m doing something that makes you feel resistant to my ideas. Can we talk about what is going on between us?”

Speaking in Stereo

■ Treble - Cognition

- I think . . .
- I believe . . .

■ Bass - Feelings

- I feel . . .
- I worry . . .
- I care about . . .

Feedback Guidelines

- You can see behavior, but not intentions or motives
- Stay on your side of the “net” (your expertise)
- Be specific about behavior and its impact
- Speak in “stereo” (thinking & feeling)
- Speak to the other’s best interests
- Goal is to start a discussion, not to get them to do what you want
- Inter-personal problems have an inter-personal component
 - Are you open to hearing your role in the problem?

Receiving Feedback

- Your goal is to learn about the other's reality
- Listen
- Ask clarifying questions
- Take time to think it over if needed
- Ask others how they experience you
- Understanding doesn't mean you agree or commit to change
- The feedback is data so you can make a more informed choice about how to behave

Source Material

Bradford, David, & Allan Cohen, Power Up: Transforming Organizations Through Shared Leadership, John Wiley & Sons, Inc., © 1998

Available on Amazon at

<http://www.amazon.com/exec/obidos/ASIN/0471121223/acornconsulti-20>