



## WORKING WITH OTHERS

### Encourages and values feedback and contributions

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#### How to obtain, receive and make use of feedback

Creating a culture where feedback is a normal part of every day means being open to feedback from your team. As a manager you need to demonstrate that you value and will make use of the feedback you receive.

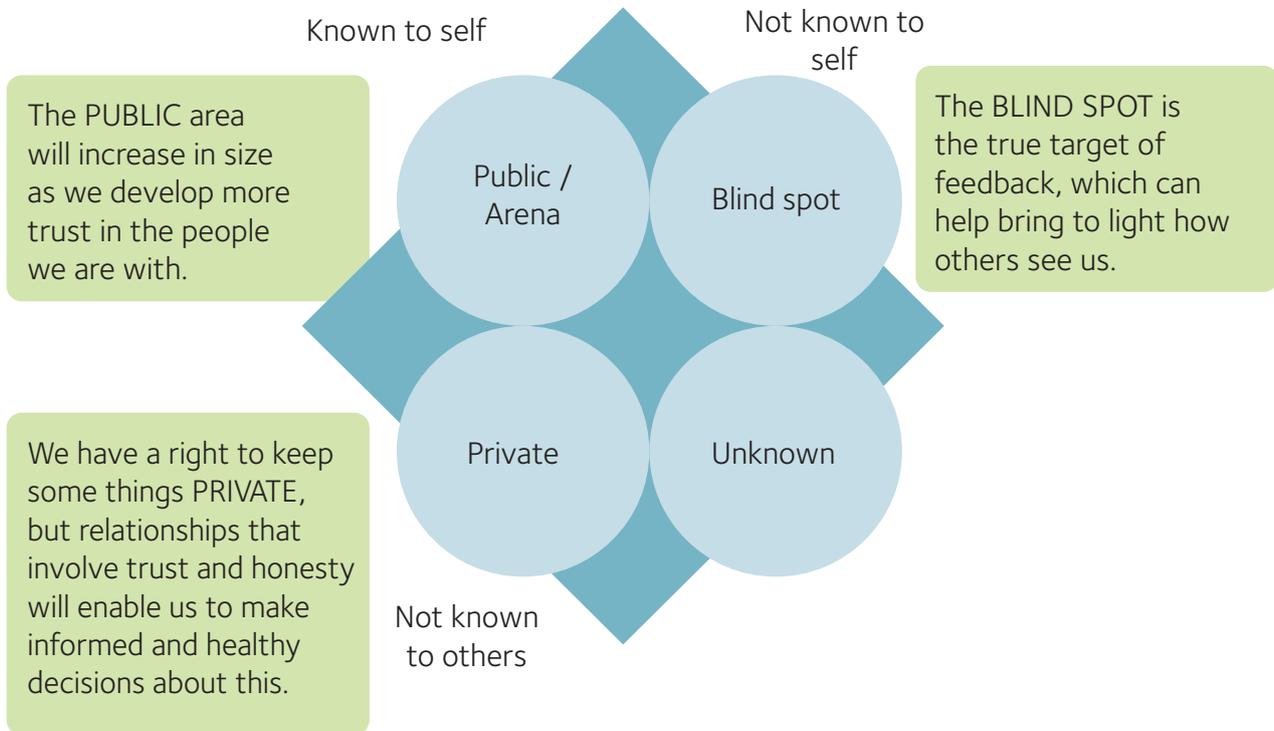
#### ACTIVITY



Why might you want to get feedback from those you manage? Write down as many reasons as you can think of, in a concentrated period of two minutes.

Feedback is governed by the principle of support and challenge. When you are giving feedback it should be constructive (i.e. something that can actually be addressed); honest within the bounds of helpfulness; focussed on behaviour, not personality; precise, preferably with an example; balanced and non-judgemental (because there are many reasons why people do the things they do). These principles of support and challenge also apply to seeking, receiving and assimilating feedback. Be prepared to receive it in a constructive spirit. Be open to the valuable insight it gives you, and see it as the gift of a helpful friend, not a judge.

Here is one way of looking at what we know about ourselves. It's called the 'Johari window, a graphic model of interpersonal awareness'.



Luft, J.; Ingham, H. (1955). "The Johari window, a graphic model of interpersonal awareness". Proceedings of the western training laboratory in group development (Los Angeles: UCLA).

**Ask yourself:**

- How do you feel about having a 'blind spot'?
- How would you like to find out what others know about you?
- How might you feel about receiving feedback that shines a light on your 'blind spot'?
- How comfortable are your teams in giving you feedback? Do you get it? Do you ask for it? The activity below suggests two easy ways for your team to give you feedback.

**What will you do with the feedback?**

Feedback is a gift... SAY THANK YOU. Your team members are demonstrating their trust in you.

- If the feedback is vague, it may be because the person is 'pulling their punches'. Remember the importance of being precise: ideally you should be given an example of the behaviour. Consider saying, 'I want to understand this better – can you give me an example?'
- If you don't understand the problem, ask for clarification. You could ask 'What was the effect of that?'
- If the feedback was very clear, but uncomfortable to hear, resist the temptation to argue, justify or explain. Say thank you, and let them know that you'll give it some thought.



Complete the Reflection sheet



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### How will you follow up on feedback?

Feedback is a gift... but feedback is never the whole story. You are the expert on yourself: feedback offers you more information, but only you can decide what to do with it.

- Sometimes you don't need to say any more, and indeed your team members may feel that it is enough that they have been open with you.
- Sometimes you need to make a change, and let the person know that you have made a change based on their feedback. Let the feedback become the start of a two-way conversation. Remember your purpose is to increase trust and openness, so that you and the team can work well together.

### ACTIVITY



Make it easy to give you feedback by offering the option to give you the positive as well as the less comfortable messages. Try one of these suggestions:

- "What should I... stop doing?... keep doing?... start doing?"
- Two stars and a wish: 'Please tell me two things you appreciate or value about the way I work\* and one thing you wish I'd change'. (\* or it might be, for example, 'the way I lead the team', or 'the way I support you', or 'the way I am'.)

**What did you ask for?**

**What have you learnt?**

**What will you do?**



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