

WORKING WITH OTHERS

Encourages and values feedback and contributions

Facilitating a feedback culture

What is the purpose of feedback at work?

Feedback is a rich seam of data to inform actions and decisions, and enhance performance.

Done well, it can become a welcome conversation – even if it is uncomfortable at the time. It can lead to positive growth, learning and change, motivate us and strengthen trust in working relationships. Done badly, we tend to avoid it at all cost because it deflates / we don't believe it even if it's 'good' – we may just want to 'get away from it'. It feels threatening... and it's not useful. NB We are hardwired to listen out for negative feedback.

It is important to pay attention to making space and time for positive feedback too. Gallup data show that when employees strongly agree that they have received 'meaningful feedback' in the past week, they are almost four times more likely than other employees to be engaged.

If we don't receive feedback, we are working on assumptions about how we are performing and coming across to others, which is a risky approach.

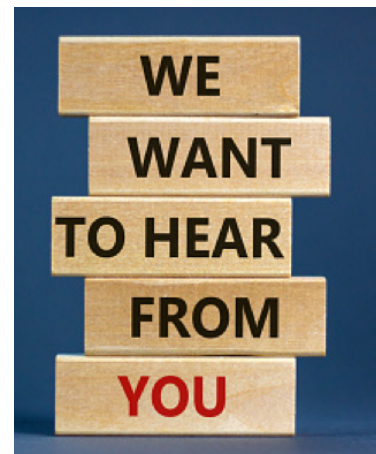
To make it more comfortable to give and receive feedback, it is helpful to create a team culture in which feedback is the norm. As the manager, you can model giving informal feedback regularly, asking for feedback regularly, demonstrate how you are using feedback, and you can set up processes to support the regular collation and use of informal and formal feedback.

Using models such as asking others what you should 'stop/start/continue', or for 'two things you appreciate about how I work with you and one thing you would like me to change', can make it easier for others to give us feedback.

ACTIVITY

Reflecting on and learning from your experience:

What was a recent example where you have used feedback to change your approach?
How did this go? What did you learn from this?





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What opportunities and processes are there for your team to give you feedback? How often do your team offer feedback to you on your performance, approaches or ideas? How could you make it easier for them to give you feedback?

Have a go at providing informal feedback during as many of your interactions this week as possible. How did it feel? What did you notice? Did it get easier or harder?

What is your learning from this reflection exercise? What action will you take as a result and when?

Part B

Working with the team to generate a feedback culture:

Use a team meeting to have a discussion on feedback.

Sometimes we 'sit on' feedback, hold on to it rather than pass it on, but this means it doesn't reach the person who can use it!

Ask everyone in the team if they are sitting on any positive feedback for a colleague. Ask them to note down what they want to feed back and to whom, and when they will give it. (They don't need to share this note with the whole team.)

Ask everyone in the team if they are sitting on any feedback for a colleague on something that didn't go so well, or that they would like to see done differently. Ask them to note down what they want to feed back and to whom, and when they will give it. (This note is for them to keep private.)

Ask the team for ideas on what would make giving and receiving feedback more comfortable and frequent – to help make this 'business as usual'. Share some of your thinking from Part A: share a time you learned from feedback, and ask for feedback on your ideas.

Ask the team to list all the individuals or groups whose feedback could inform the team's work. Consider together what processes are already in place to gather and use this feedback, and what opportunities there are to do this better.

Agree personal and team goals to commit to seeking and giving feedback more regularly. Agree how and when you will review progress.



Complete the Reflection sheet