

# THREE WHAT'S

## Feedback

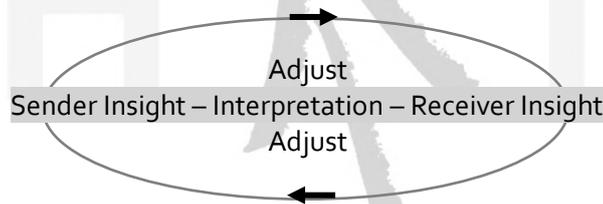


### What

Feedback is fundamental to growth. It is '*reflection in action*', a simple life-affirming process. We give and we get. Easy! Or at least it would be if the sender and the receiver started from the same position. They rarely do. Understanding how to get more from the fundamentals of feedback is vital to the health of any individual, team or organisation. We need the process to be more transparent.

### So What?

Too often the emphasis on feedback is about how to package and give an unwelcome message. How it is received and acted upon gets forgotten. In situations where feedback is considered integral to performance improvement the stakes become high. A tick box exercise where listening and adjustment stops, and the evidence is a battleground. In our approach feedback is about the skill of adjustment.



### Now What?

Feedback is a dynamic process. It's not a moment. It's a series of interpretations of how a message is sent and received. Adjustments arise as a consequence of moving towards a shared interpretation.

### Sender Insight

Feedback is given on the basis of evidence collected and interpreted. The purpose may be for learning, development, affirmation, evaluation, measurement or even censure. Be clear on purpose.

### Interpretation

Every aspect of the feedback experience is subject to interpretation. Evidence needs to be accurate, relevant and exact. If not, conflict follows. Be clear on mutual understanding.

### Receiver Insight

Feedback is received on the basis of preparedness of the recipient, the 'truth' of the evidence and the opportunity to adjust what's happening in the future. Be clear on expectation.

Each of these stages can be improved. Each needs preparation, especially those on how to receive and interpret feedback. Our ThreeWhats Playbook walks you through the detail and helps you anticipate and overcome difficulties.