

Avoiding Feedback Traps

Paul fitz Denis

The purpose of feedback is to influence future effective behavior.

Feedback is about the partnership as much as it is about the content.

"The problem with help is that you never know when it is going to strike."

– Mary Beth O'Neill

"Helping situations are intrinsically unbalanced and role-ambiguous."

– Edgar Schein

"If people don't want your feedback, you'll never succeed in reaching them, no matter how smart or wonderful you may be."

– Jerry Weinberg

Conditions for "Helpful" Help

- Mutual Purpose
- Mutual Respect
- Mutual Understanding

Mutual Purpose

Mutual Respect

Increases

Decreases

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Types of Feedback

Encouragement Expressions of gratitude and/or support	Information Observations about behavior and/or impact
↓ THE PERMISSION LINE ↓	
Evaluation Comparison to some standard	Advice Suggestions for improvement

Adapted from *Thanks for the Feedback*
by Douglas Stone & Sheila Heen

Standing in Inquiry

Turn <i>judgment</i> into curiosity	Turn <i>disagreement</i> into shared exploration
Turn <i>defensiveness</i> into self-reflection	Turn <i>assumptions</i> into questions

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My experience of this workshop was...	Something I learned was...	What I want to try is...
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