



Feedback Planner

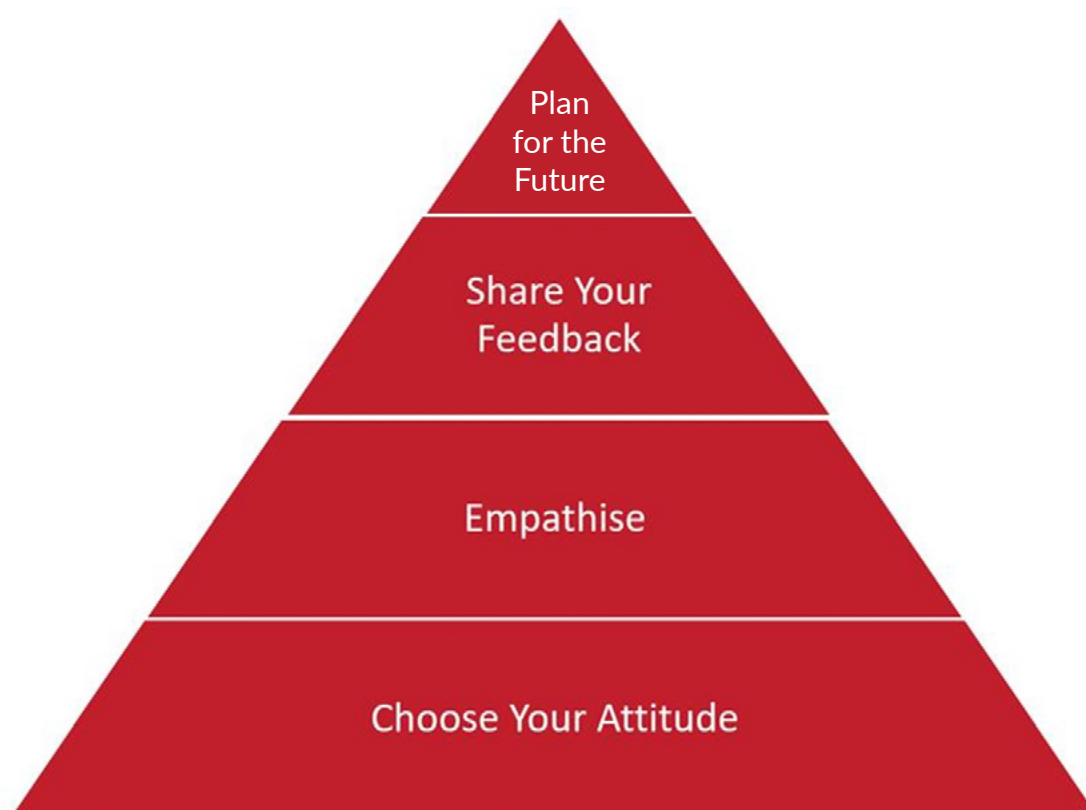
Being able to deliver feedback in a way that feels psychologically safe, brings you closer together, and creates the desired outcome, is the rocket fuel that moves organisations forward.

But getting it right takes courage from everyone involved, and a plan to help you navigate what can often feel scary, awkward, or whatever feeling of discomfort commonly comes to mind. When done right, feedback is a gift that helps us all, no matter which side of the conversation we're on.

So how do we go about achieving it? You can fill in the template for a quick plan that helps shift your mindset and approach to delivering feedback in a way that drives good performance, relationships, and wellbeing for everyone to work better together.

Before we start, let's look at mindset. Difficult conversations can often be filled with fear or the expectation of a negative outcome. Neutralising this to the best of our ability will help reframe difficult conversations, seeing them instead as a disagreement on two perspectives that can be worked on together. That's often where the magic happens for making progress and it's vital for teams to be their most effective.

Four good feedback practices



1. Choose your attitude

At the base of the Difficult Conversation pyramid is the practice of choosing your attitude. The pyramid forms an “up hierarchy”, in that the practices in the upper levels of the pyramid can only effectively be implemented if the lower levels have been worked on first. It is self-awareness that allows us to understand which of our instinctive Underlying Qualities are fundamental to our being.

Our self-awareness can also help us see which Qualities are most appropriate for us to express, based on who we are with and the given context. Really great professionals, before they start a conversation at work, are able to mindfully and consciously choose their attitude. Ultimately this choice will help both parties feel a sense of connectedness and open up the possibility of a much deeper and authentic relationship.

2. Empathise

The second tier of the pyramid is the practice of displaying empathy. Really great professionals connect well through deeply listening and demonstrating empathy. Attempting to move forward and giving feedback about a particular solution or approach, before the other person feels you truly understand their world, rarely works. Of course, demonstrating empathy is necessary but by no means sufficient to work through a difficult conversation.

3. Share your feedback

Show you understand before you give feedback. Many of us have an instinctive aversion to being seen to strongly give feedback for fear of being seen as pushy or rude. However, holding back on passionately sharing feedback is also a key mistake, that often stems from not having fully empathised in the previous step of the pyramid. Indeed, if empathy has not been demonstrated then any feedback may be seen as unwelcome, undue influence.

However, if we have consciously chosen our attitude, we are clear on our purpose, and we have shown a good understanding of the other’s world, then the ground has been laid for highly effective feedback to land. In fact, many of us secretly yearn to be given more high-quality feedback. But, trying to land feedback before you’ve deeply connected with the other and shown you understand their world is doomed to failure. Conversely, sharing feedback when you are in a state of rapport and have shown an understanding of their world is an entirely different matter.

Feedback can of course also take the form of educating the other person. Sometimes we assume others are already educated in all aspects of what we have to say, but this needs to be validated. If our feedback educates others without us displaying bias or coming from a place of ego or “I know best”, this will be thoroughly appreciated. Even better, if our feedback is educating from the position of us being a well-intended industry thought leader, then our feedback will have maximum influence.

4. Plan for the future

One of the biggest risks with feedback is that we diagnose and propose our solution through feedback intended to be 'persuading'. This approach can completely miss the benefits of co-creating a plan going forward. It risks the other person feeling that they are being "told" what the solution is, based on our feedback and we may disenfranchise the other.

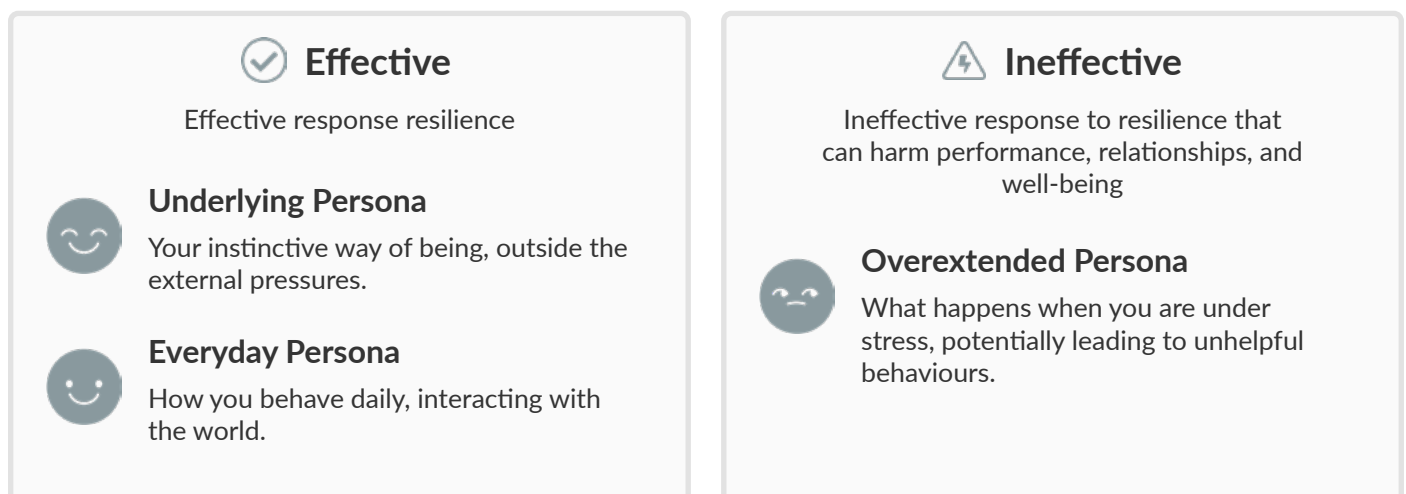
We have much more influence if we are on the same side as the other person and we are looking to plan the desired results we need together.

The goal of planning for the future is to provide feedback and new ideas that the other person immediately wants to turn to action.

Map out your high-level Aspects of behaviour and those of the person you are planning to talk with

Before we jump into plotting your conversation plan out, let's make sure we're aware of how we may come across during difficult conversations, and how the person we're speaking to, may show up too. By doing this, we can ensure our mindset is in the right place, and that we're less likely to be thrown off by unexpected reactions.

The line between our Effective and Overextended self that can show during pressure and challenges



The Eight Aspects of high-level behaviour we tend to show up with

Inspiration Driven



Effective: Their adaptability and flexibility can introduce creative and unconventional solutions during difficult conversations, potentially breaking deadlocks and finding new ways forward



Overextended: A lack of focus and disregard for structure can make the conversation feel aimless, with the risk of not addressing the core issues effectively or missing deadlines for resolution

Discipline Driven



Effective: Their organised approach can provide a structured framework for difficult conversations, ensuring all aspects of the issue are addressed systematically and thoroughly



Overextended: Their inflexibility and focus on process can stifle the dynamic and adaptive dialogue needed to resolve complex or sensitive issues effectively

Big Picture Thinking



Effective: Individuals with high Big Picture Thinking are valuable in difficult conversations for their visionary perspective. They can help frame the conversation in terms of broader goals and future implications, encouraging constructive dialogue aimed at long-term solutions



Overextended: When Overextended, their tendency to propose unrealistic ideas might hinder the conversation, making it difficult to focus on practical and immediate solutions to conflicts or issues at hand

Down to Earth



Effective: Down to Earth individuals can ground difficult conversations in reality and practicality, ensuring discussions remain focused on achievable outcomes and the details necessary to resolve the issue



Overextended: Their resistance to change and over-focus on the details can stifle creative resolutions and make them seem dismissive of innovative or unconventional ideas, possibly escalating tensions

Extraverted



Effective: Extraverted personalities can facilitate open and engaging difficult conversations, encouraging all parties to voice their thoughts and feelings, potentially leading to more comprehensive and inclusive solutions



Overextended: Their dominant and talkative nature might overshadow quieter voices, leading to an imbalance where not all perspectives are heard, potentially leaving some issues unaddressed

Introverted



Effective: Introverts can bring a thoughtful and considered approach to difficult conversations, listening intently and providing well-considered feedback, which can help in reaching a deeper understanding of the issues



Overextended: If too reserved, they might struggle to express their views or engage fully in the conversation, which could result in important insights or solutions being overlooked

Outcome Focused



Effective: Their outcome-oriented approach ensures difficult conversations remain focused on resolving the issue at hand, potentially leading to swift and decisive action, with an emphasis on objectivity



Overextended: Their aggressive pursuit of resolution and disregard for others' feelings can exacerbate conflicts, leading to an atmosphere of resentment and opposition rather than cooperation

People Focused



Effective: Their emphasis on harmony and understanding can make difficult conversations less confrontational and more about finding a mutually agreeable solution, fostering a positive atmosphere



Overextended: An excessive focus on avoiding conflict can lead to important issues being skirted around or not addressed directly, potentially allowing unresolved problems to persist

Pick the two top Aspects you resonate with, and the two you experience most often from the person you're planning to talk with

Imagine you're entering the conversation you want to have. What are you both likely to experience from one another? This will help you predict the sort of conversation you're going into. Familiarity will help reduce the fear around unexpected outcomes and help you to value their personal style.

Your Aspects

Your first top Aspect

How it could help the conversation if used effectively

How it might derail the conversation if you become Overextended

How are they likely to respond if you become Overextended?

1.

Your second top Aspect

How it could help the conversation if used effectively

How it might derail the conversation if you become Overextended

How are they likely to respond if you become Overextended?

2.

Their Aspects

Their first top Aspect

How it could help the conversation if used effectively

How it might derail the conversation if they become Overextended

How can you help them if they become Overextended?

1.

Their second top Aspect

How it could help the conversation if used effectively

How it might derail the conversation if they become Overextended

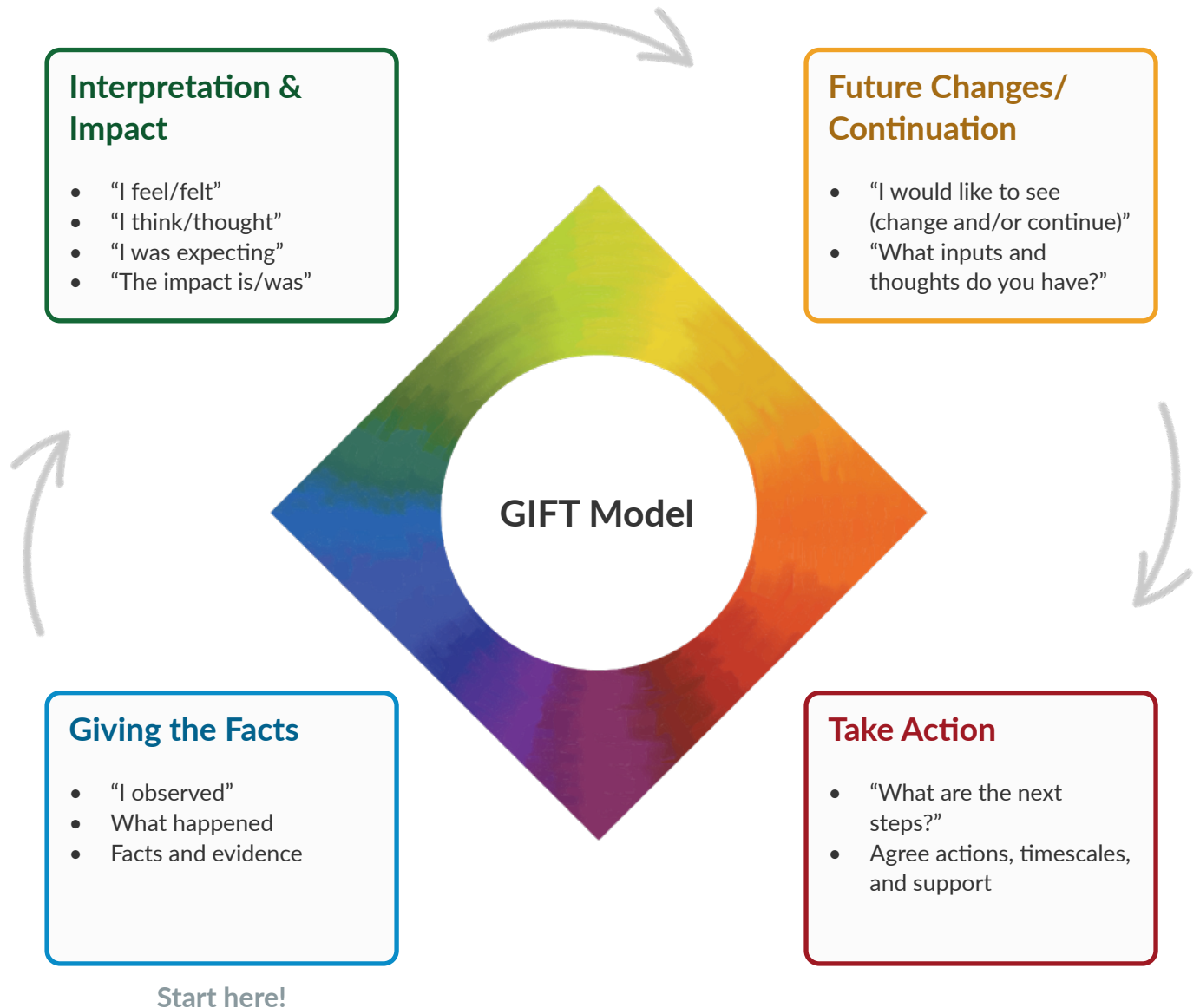
How can you help them if they become Overextended?

2.

Now we've identified how we're likely to come across and where the line might be between Effective and Overextending ourselves, and the same for the person we're speaking to, let's plan the conversation.

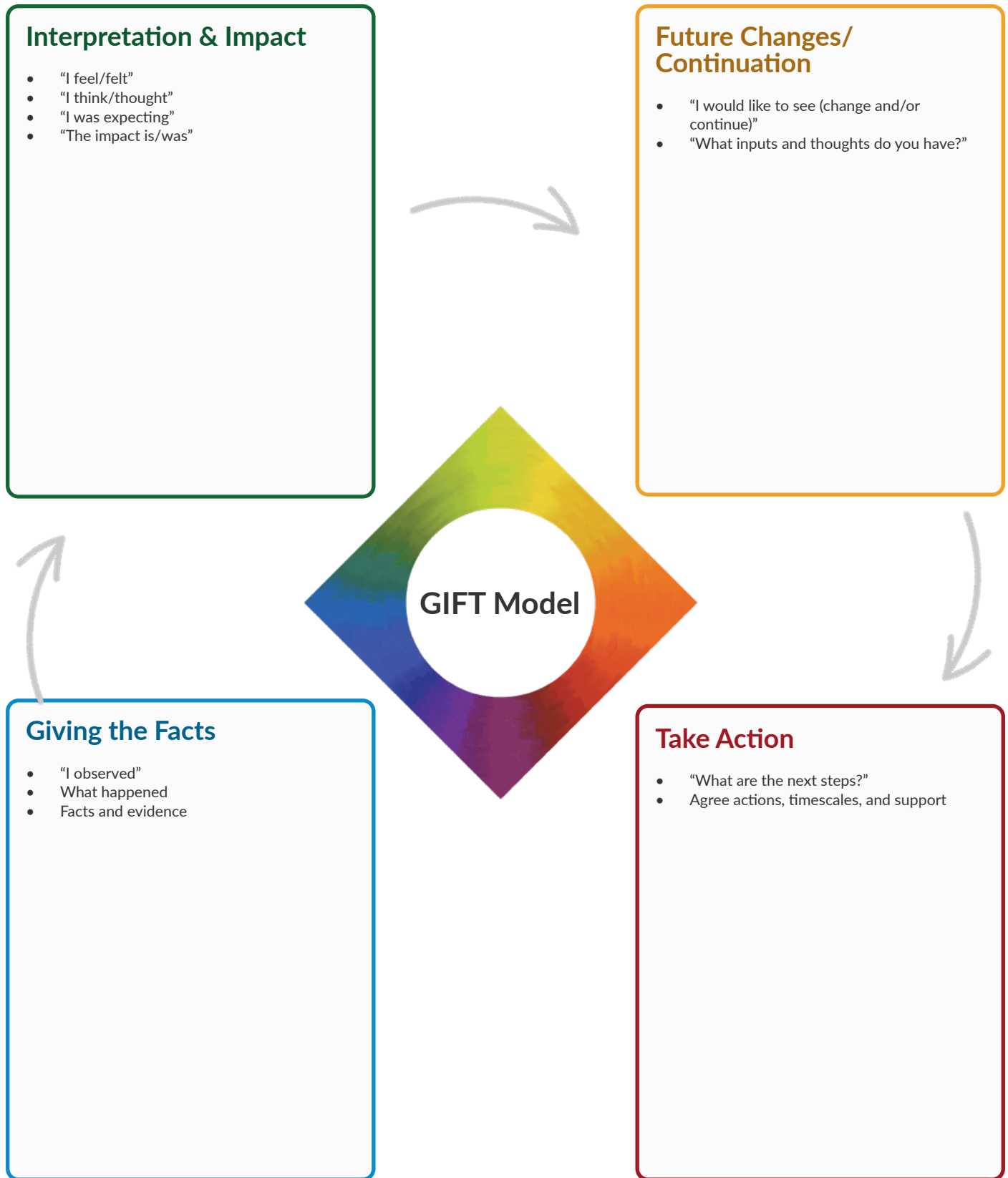
Plotting your conversation in 4 steps - GIFT

Below is the GIFT model that you can use to plan your conversation.



Let’s map out an effective flow for your conversation with GIFT. Plot your answers with the introduction sentence that feels like the best fit and most natural to you in the model (see next page).

What's the challenge you want to discuss? Put your thoughts here on the topic you're thinking about.



Start here!

There's no magic formula for doing feedback – but practice helps.

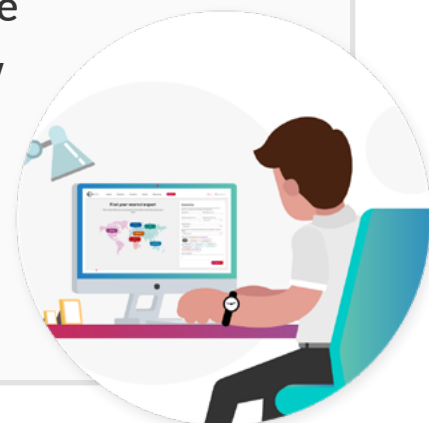
We hope this worksheet has been useful. There isn't a quick fix for doing feedback, but self-awareness, awareness of others, trust, and a plan, goes a long way. We wish you luck!

Discover the psychometric revolution for working better together.



All your individuality. All your talent. All your potential. Creating more self-aware organisations who have the clarity and confidence to adapt their behaviour so they can perform at their best, is what our psychometrics are all about.

Get to know why organisations are switching to Lumina Spark for smarter, behavioural change with a precise and practical perspective on how their people, teams and leaders connect.



Just fancy exploring more of the trending behavioural challenges influencing outcomes right now? Take a look at what people are gathering for at our free community events.

