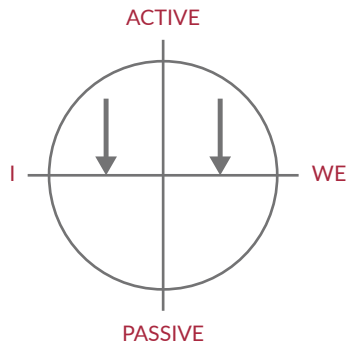


You describe the behaviour of the other and the effect it has for you, him/her and/or others. This is the simplest kind of feedback. You can elaborate it by formulating the desired behaviour and the effect that would result.



Examples

- You are not answering my questions; this gives me the impression that you are not looking for a solution.
- You interrupted me twice. This is frustrating and it makes me want to stop this conversation.
- You are not saying anything; this gives me the feeling that you don't trust me.
- You are repeating what you just said; it makes me stressed because we have little time.

Deactivating

Leary's Rose

This intervention is not at the top of the dominance dimension but it is still quite active. Depending on your tone of voice, it will be perceived either on the I-side as a reproach or on the We-side if people feel that you are saying it to help them, to make them better and more effective. Another critical factor in keeping the feedback on the We-side is that you really describe the other person's behaviour in terms of facts and/or observed behaviour and not in the form of a conclusion or judgement. After you give feedback keep quiet, don't continue talking. This will make the technique less active and will encourage the other to respond. If feedback is not given correctly, it will put people on the passive I-side.

Respecting SCARF (status, certainty, autonomy, relatedness, fairness) leads to ownership, identification and recognition.

Feedback can be a real danger to people's feelings of status and fairness. It can be a threat to your relationship with the other person and to their willingness to accept you as a leader. So the intent behind your feedback, which should be mirrored in your tone of voice, is really crucial. Feedback is meant to make someone better and more effective, not to make them feel smaller.