



TOOL: Soliciting Feedback

The best way to coach your colleagues on how to receive feedback and apply it is to provide a good example. Asking for feedback and then making changes goes a long way to model the transformational behaviors we expect from our co-leads and their unit-based teams.

Keep it Timely	Ask for feedback in a time and place where people can give it to you. If you are perceived as having authority over the people you are asking, you may want to start with confidential surveys. Always follow up with what you learned and what you plan to do about it. Even if you decide you can't change, explain why and thank them for trying to help you do a better job.
Keep it Behavioral	Ask about specific behaviors. This will help people feel comfortable giving you feedback and help you feel positive accepting it. Rather than saying, "Am I a good coach?" you could say, "Give me examples of when my coaching worked for you." "Would you like me to ask you more questions" or "How can I improve my support for your difficult situation on your team?"
Set the Context for Soliciting Feedback	Why do you want feedback and what will you do with it? Examples: "The culture change LMP brings is changing my role and requiring new behaviors for all of us. I need your help to make sure I am going in the right direction. Could you tell me if the kinds of questions I am asking you are helpful in thinking through problems?"
Make Sure You Understand the Feedback You Receive	For example: You might clarify, "Did you mean I ask too many questions or just that I am making you uncomfortable in the way I ask them?"
Maintain the Relationship	Thank them for helping you. Don't be defensive. Listen actively. Make sure they get all their ideas out. Use probes like, "Tell me more about that" or "Can you give me an example of when I did that so I can understand better what you mean."
Remember You Need Balanced Feedback (just like those we support)	Ask for what you are doing that works for them. "What do you see as my top three strengths as a coach?" "What is one thing I might improve?"

Source: Interaction Associates www.interactionassociates.com