

The Leadership Factor
Growth Series

5

**TIPS TO MAKE
FEEDBACK
WORK FOR YOU**



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1 DEPERSONALISE

Feedback can feel personal and come across as an attack. No matter the intentions.

Remind yourself this simple truth: Feedback is simply people's perceptions. How do they form their perception? By observing your behaviours (what you do, how you act).

You want to change feedback, change people's perceptions.



2 LOOK FOR TRENDS

One person's opinion is just that. An opinion. When you receive feedback, from one person (even if it is your manager giving you a summarised feedback they've gathered from others), take control and ask at least 10 people across your organisation (team, peers, stake-holders, clients).

Look for trends. Look for patterns. Single opinion is just that. Repetitive opinions become perceptions. And perception is reality.



3 IDENTIFY BEHAVIOURS

How can you change being “overconfident”, “not listening to others”, “lacking leadership presence”, “lacking drive” etc.? These are just labels and generalisations people use to summarise the behaviours they’ve observed about you.

The key here is not to assume what others mean when they use a particular label.

What can you do? Ask to find out!

- When you say I am overconfident, what actions of mine make you form this observation?
- If you saw me display leadership presence, what in my actions would change?
- How do you define “listening to others”?



4 PRACTICE

Once you know the specific actions others observe you do to form their opinion, flip it and practice.

Example: you hear you are overconfident and you don't listen to others.

By asking key questions you understand that people observe you always speak first in meetings and interrupt others.

Flip it: Next time you are in a meeting, hold your tongue and let others share their opinion first. Make it a challenge to yourself to let others finish before you add your perspective.

Practice: aim to practice this new behaviour in each meeting.



5 ASK AGAIN

Remember, feedback is people's perceptions formed based on your behaviours. Now that you have changed your behaviours, check if people's perceptions have also shifted.

Top Tip: practice for at least 2 months, but ask the same people for quick feedback every few weeks. You will draw their attention to your new effort and they will consciously look for this new behaviour. This increases your chances of changing the feedback you receive next time you ask.



GET YOUR CAREER UNSTUCK

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