



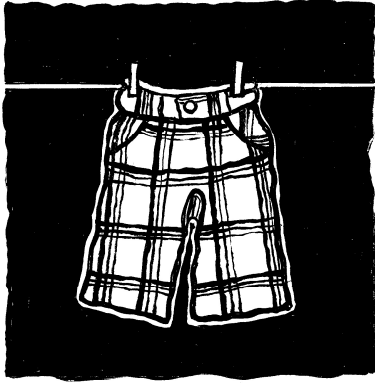
Feedback

For  
Change

By Sherryl Dever

# **Feedback For Change**

**By Sherryl Dever**



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**“Feedback for Change”  
is the single most important skill  
any leader, manager or supervisor  
can master.**

## **FAQs | Frequently Asked Questions About Feedback For Change Answered Here**

What is feedback?

What Is “feedback for change”?

Why is feedback for change different from any other communication?

Why at this stage of my life should I be concerned with feedback for change?

What is a “feedback loop”?

Why is feedback essential to the development of our organization?

Why is feedback essential to your job performance?

Why is feedback essential to our quality management system development and ISO certification?

How do I facilitate feedback?

When do I facilitate feedback?

Why am I facilitating feedback?

How and when do I need to document feedback?

***“Seek first to understand  
Then be understood.”***

~ Saint Francis of Assisi - 13th-century

## Definition

### **feed·back** (fdbk)

*n.*

The return of information about the result of a process or activity; an evaluative response: *we asked our customer for feedback on our delivery times.*

SOURCE: Merriam Webster Dictionary  
An Encyclopedia Britannica Company

## Definition

### **feed·back Loop** (fdbk lup)

*n.*

The complete causal path that leads from the initial detection of the gap to the subsequent modification of the gap.

SOURCE: Merriam Webster Dictionary  
An Encyclopedia Britannica Company



## **How Feedback For Change Can Be Used**

### ***Feedback for change can be used to:***

Improve performance

Enhance customer service

Improve sales

Improve profits

Improve communication

Expand businesses

Promote products and services

Sell products and services

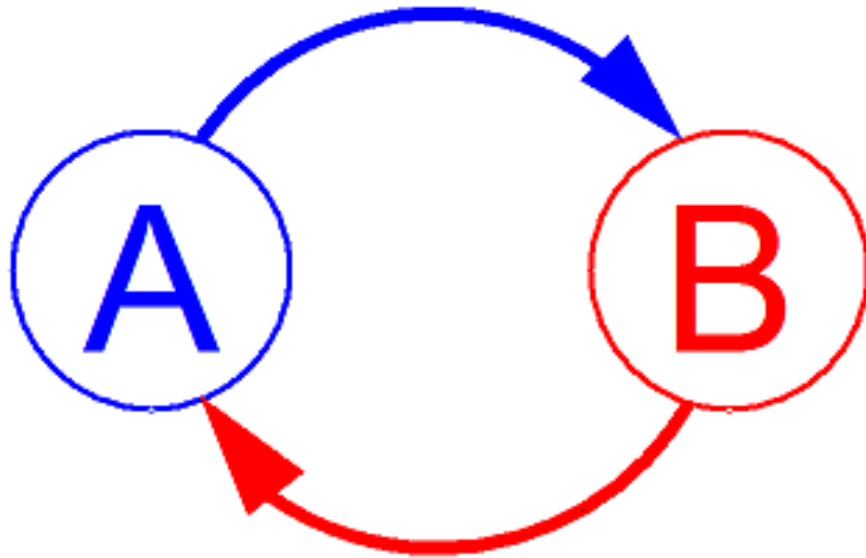
Develop new products and services

Improve products and services

Cement relationships

Improve processes and procedures

Change the direction of an organization



## Basic Feedback Loop



## What Is Feedback ?

**Feedback** is a process in which information about the past or the present influences the same phenomenon in the present or future.

For our purposes we are addressing two main types of feedback;

- 1) Performance feedback
- 2) Process or procedural feedback

It is important to know the difference between procedural feedback and performance feedback.

Procedural = systems

Performance = people



## **The Truth About Feedback**

Harnessing the power of feedback is crucial to the growth and success of any organization and the constant improvement or quality management process.

Receiving feedback is a skill.

Delivering feedback is a skill.

Effective managers and leaders understand the necessity of feedback for change and its uses.

Delivering/giving feedback; means setting the stage - to be in an open, receiving state of mind, the feedback must be positive, or at least guide the recipient to self-awareness and self-discovery.

Qualifying feedback is about our decision to support the giver of the feedback so we as the receiver have the most complete information possible.

It is crucial to separate ourselves from the feedback.

We choose whether feedback helps or hinders.

Feedback is central to a thriving organization.

Feedback is vital to transforming quality of experiences, products and services of an organization.

It is critical that we listen and use feedback of all types to our individual and collective advantage.

It is imperative we take the time to use “active listening” to receive messages more clearly.

## Business Transformation | Feedback for Change

Feedback is essential to our personal and professional growth.

Feedback improves performance.

Feedback improves processes and procedures.

Feedback improves engagement and morale.

Feedback develops employees.

Feedback is often hard to hear.

Employees may fear addressing concerns directly.

Employees often fear an emotional reaction, retaliation or a lack strategy for having a conversation.

Even employees who want to improve often fear having to defend themselves, or agree to something they do not believe.

“Drive-by feedback” can be more harmful than helpful.

Drive-by feedback is a glancing blow, put-down, joke, off handed remark, ill-thought-out response, delivered too quickly.

Feedback can also be hard to hear when we are fearful that the information we are about to receive will cause us to have to change.

Change is hard for human beings.

We resist change as part of our biology.

## Business Transformation | Feedback for Change

Supervisors and leaders' roles require them to be open to change.

Openness to change signifies a leader's willingness to risk and inspire.

Openness to change signifies an organization's commitment to quality management and customer and employee satisfaction.

Receiving feedback is a big part of our job as supervisors.

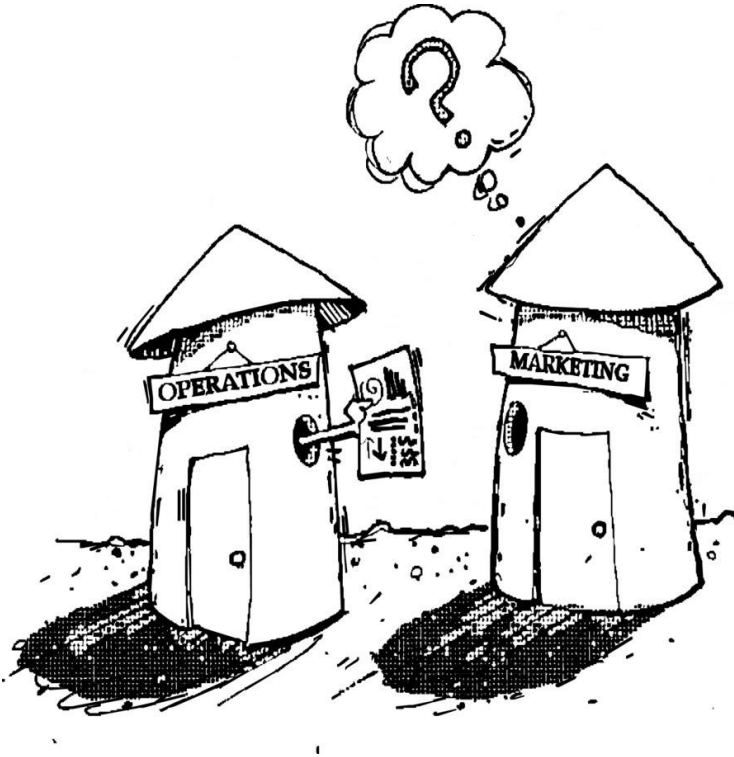
Receiving feedback and applying it properly is a big part of our jobs as managers and leaders.

Giving qualified feedback is a big part of our job as supervisors, managers and leaders.

It is incumbent on each of us to actively solicit feedback as part of our best practices agenda.

Feedback should be used to inspire, especially when it's delivered poorly or hard to hear.

The opposite of the feedback loop is "the silo effect".



**“The Silo Effect”** is a lack of communication and common goals between departments and people in an organization.

The silo effect gets its name from the farm storage silo; each silo is designated for one specific grain.

A lack of communication causes separate thinking which hinders progression of ideas and synergy in organizations.

When synergy is hindered productivity and profits suffer.

The silo effect hinders the growth and transformation of people and quality processes.



All feedback is documented if we intend to improve our condition or situation.

We are constantly improving our processes and conditions.

We are constantly improving our behaviors and skills.

Documentation is the key to a systems reliant operation.

There are several forms of important documentation we use :

### **In the performance area:**

Daily (in-the-moment) performance feedback, as face-to-face requests, and noted in employee files.

Verbal warnings, as a form placed in the employee file.

Written warnings, as a form placed in the employee file.

Formal performance appraisals, as a form placed in the employee file.

Alignments, as a form placed in the employee file.

Working agreements, as notes to employee files and or depending on the subject, notes to a project file.

**In the Process and Procedure area:**

Surveys and input used to define and refine procedures and processes.

Project files with notes and forms used in the execution of a special project. (As defined by any time we are investing the company's money / using company funds on it's behalf.)

Project requirements and agreements for "next steps for action" as notes in project files.

Input solicited of parties effected by a potential change in a process or procedure. (captured in a project file or employee record depending on the subject.)

Input captured via email during conversations about procedures or processes.

Daily process feedback as notes to projects we are working on.

Daily process feedback as modifications to procedures.

Form design and development.

Procedure, process, standard or practice devised to addressed any aspect of the company (as defined by technical writing standard).

## **In Summary**

Feedback for change is two-way.

Feedback for change is communication that is intentionally captured and used to improve processes and performance.

Feedback for change is essential to the forward momentum of an organization and it's employees.

Feedback for change is clear, specific, written transparent between parties and made available to those effected.

One-way or drive-by feedback is more harmful than helpful to the individual and the organization.

Feedback withheld creates a silo effect slowing the forward progress of individuals and organizations.

Feedback for change is the choice individual's make to constantly improve themselves and their organization.

Constant improvement is the lifeblood of a successful organization.

Feedback for change improves bottom line productivity and profits.

Feedback for change is the single most important skill any leader, manager or supervisor can master.

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