Feedback and Feedforward
One size does not fit all

70% ignored rejected resistance

30% applied

future / past

Feedback **Feedforward**

PAST — Present — FUTURE
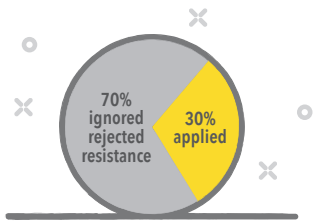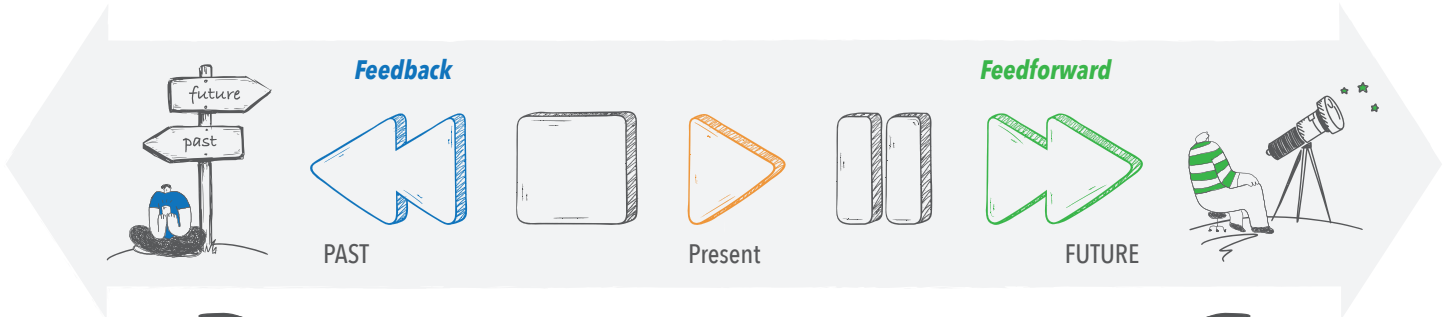
The brain learns from the past to predict the future. Focus on past performance

Shifting to future tense, transformational and more reassuring. Focus on action & potential

How it is perceived

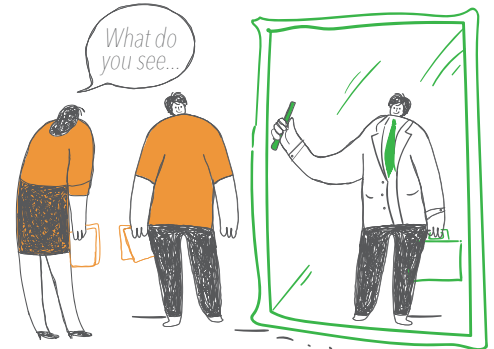**"Outside-in" approach**

What I see...

"Inside-out" approach

What do you see...
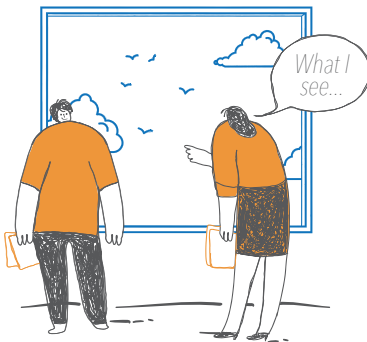
Feeling
Relive mistakes – Imagine success

Acceptance
Accept others' ideas – Own ideas

Perspective
Of the giver – Of the receiver
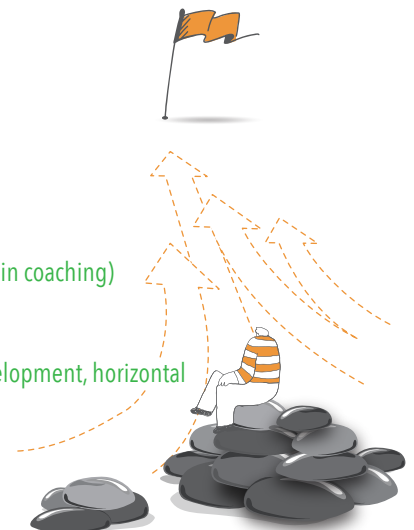
Roles and relationship

Role of giver
Manager as Direction Setter – Manager as Coach

Role of receiver
Receiver in passenger seat – Receiver in the driver's seat (as in coaching)

Relationship
Hierarchy and power, vertical – Partnership, co-creation in development, horizontal

START

Based on Hirsch, 2017 "The Feedback Fix"

Efficient use of Feedback and Feedforward
In which case and for whom it works better

My preference and that of my team members *(to fill out)*

Feedback

Feedforward

PAST

Present

FUTURE
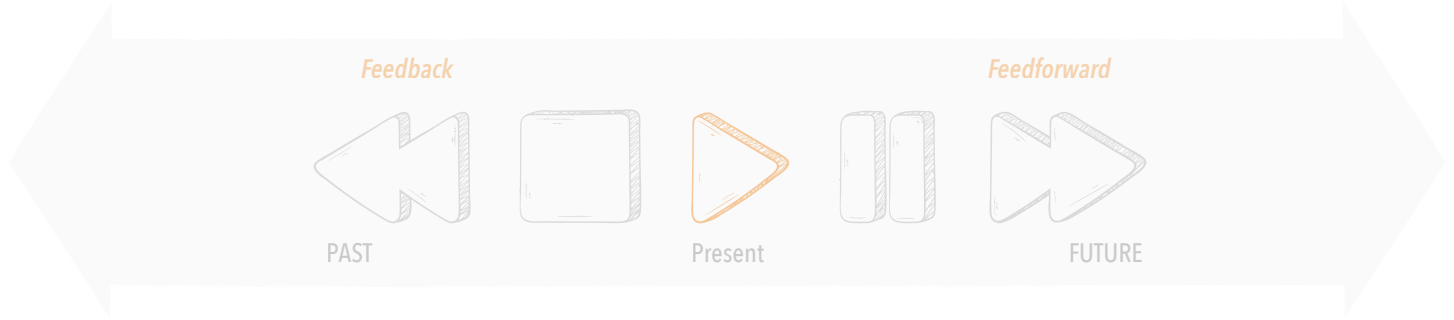
Impact of

Level of Experience
Experts prefer feedback to learn – Novices prefer feedforward as reassurance

Reference values
Private Self reference (own values) – Public Self reference (value what others think)
Ideal Self reference (approach attitude) – Ought Self reference (avoid attitude)
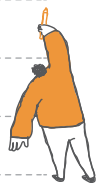
Motivators
Intrinsic motivation – Extrinsic motivation

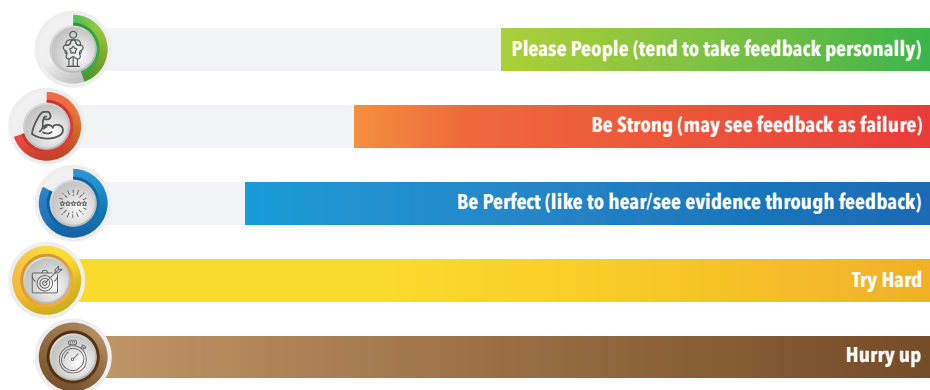**Styles of feedback**
Direct negative feedback – Indirect negative feedback
Explicit communication/Low-context – Implicit communication/High-context

Working styles

Please People (tend to take feedback personally)

Be Strong (may see feedback as failure)

Be Perfect (like to hear/see evidence through feedback)

Try Hard

Hurry up

Individual needs

Tools to REPAIR the future - Feedforward

*Silencers (-)	Amplifiers (+)
Yes, but…	Yes, and…
That will never work.	What if we tried this?
I don't see that happening.	How might we do this?
We aren't staffed for that.	Let's try to reallocate.

Regenerates   talent – to attract and retain talent

Expands   use amplifiers, <u>not</u> silencers*

Particular   only one issue at the time

Authentic   honest and direct, no threat

I mpact   start with a big end goal, line the path
with smaller steps - let people suggest own ideas

Refines   group dynamics – horizontal leading leads to
partnership in development process

Hirsch, 2017

GreenHouse Consortium
eu management training

european
school of
administration

Useful phrases for feedforward

Just some examples:

What if next time….

What I wish for you when….

How about … at the next meeting…

Some coaching questions (letting go of our own ideas):

What options do you see?

What do you need?

What do you see as your next step?