Useful Feedback

You swallowed the sentence.
Your team heard it anyway.

You noticed it in March. You kept quiet in April, because last time it ended in a slammed door. By June the whole team works around the problem and wonders why you let it run. When you finally speak, it comes out as a verdict, and the person you meant to help defends themselves. When a whole team can give and take feedback, its collective IQ rises like the sea level, and all the ships go up.

FORMAT
Four-Hour Workshop

AUDIENCE
Managers & Leaders

SCOPE
Giving & Receiving

A Practical Introduction

A four-hour workshop with Thomas Bothe for managers, leaders and their teams who would rather say the thing than walk past it, and say it so it helps.

Why It Lands Badly

Thomas treats feedback as information that comes back to a system: you are on course, or you need to adjust. Under pressure, you start at the bottom of his ladder, with a judgement of who the other person is. A judgement of identity draws a counter-attack. Both of you leave hurt, and both of you learn to keep quiet next time. With each rung you climb, the other person gets something they can act on.

Feedback in a Team

Feedback in a team runs three ways: one to one, one to many and many to one. First thing to understand: getting feedback is not a passive thing. It's not patiently waiting like a wet poodle. It's not lashing out in defence either. Much of the time it's converting manure into gold. When only the manager gives feedback he or she goes blind. In this workshop each one climbs two ladders of quality: how to give and how to receive useful feedback. Can't be good at one and bad at the other.

The Feedback Ladder

FEEDBACK GIVER → TAKER

Follow up
Verifies and acknowledges goal-achieving behaviour
→ Performs it

Goal, behaviour, consequence, wish
Common goal, precise behaviour and consequence, desired behaviour
→ Understanding and intent to act

Behaviour and consequence
→ 'Embarrassed' understanding

Describes behaviour
"You did...!"
→ "I did because...!"

Generalisation
"You always do...!"
→ "That's not true...!"

Judgement of identity
"You are...!"
→ "What about you...?!"

Each rung draws its own answer. The higher you climb, the more the other person can use.

MODEL © THOMAS BOTHE

Next Step

Interested in Useful Feedback for your team, parts of your team or a collaborating group of solopreneurs? Get in touch to discuss the workshop and whether it fits your needs.

DIRECT ENQUIRY
hello@thinkwaredesign.com
thinkwaredesign.com

Feature Profile

Six scales describe how Useful Feedback is set up: why, how and with what results. Each runs between two poles, numbered 5 to 2 towards each pole, with a single 1 at the centre; there is no zero. Filled cells show where the workshop sits; each group carries its own colour.

Why

Aim

Whether the workshop sets out to build a skill or to inspire. The band leans towards skill, with some reach into inspiration.



Area of usefulness

Where what you take away is meant to be used. The band leans towards professional life, with some reach into private life.



How

Where we go into detail

Whose part the workshop looks at closely. The band stays with your own responsibility.



Method

How the workshop works with you: mentoring alongside you, or training. The band leans towards mentoring, with some reach into training.



Results

Learning

Depth of understanding or breadth of knowledge. The band leans towards depth of understanding, with some reach into breadth of knowledge.



Confidence

The kind of confidence the workshop aims for. The band stays with presence.

