



Feedback with Impact & Integrity

Frameworks & Tools for
Preparing and Structuring Your
Feedback, Mentoring &
Coaching Conversations



Annette B. Czernik | Inspired Executives
Annette@Inspired-Executives.com | +49 162 240 4002
www.inspired-executives.com

B.O.O.S.T.: Five Key Characteristics of (Informal) Feedback



Balanced: Ensure there is a mixture of developmental feedback rather than a “dump” of negative feedback. Allow the feedback recipients to speak and have their questions answered. Ask for feedback as well.

Observed: The feedback you give should be based on something that you have seen, rather than through hearsay or even your own opinion. The feedback should be based on what actually happened rather than your idea or opinion of how the person is. Focus on the behavior or activity that was taking place

Open-Minded: A productive feedback conversation welcomes open dialogue, the feedback recipients should have the opportunity to share their perspectives of the situation, their behavior or performance.

Specific: Look to be as accurate as possible and use specific examples of what and when the behavior occurred.

Timely: Ensure that you give the feedback as soon after the activity took place. The sooner it is the more likely the person will remember and this will mean that they are less likely to deflect the feedback.

G.R.O.W. from Feedback



A good way of thinking about the GROW Model is to think about how you would plan a journey. First, you decide where you are going, and establish where you currently are. You then explore various routes to your destination. In the final step, you ensure that you are committed to making the journey, and are prepared for the obstacles that you could meet on the way. In detail:

Goal: Set a long-term aim. Agree on a specific objective of session. Agree topic for discussion.

Reality: Invite self-assessment. Offer specific examples of feedback. Avoid or check assumptions and discard irrelevant history.

Options: Cover the full range of options. Invite suggestions and offer suggestions carefully. Ensure choices are made.

Wrap-up or Way forward: Commit to action. Identify possible obstacles and how to overcome them. Agree on support. Make steps specific and define timing.

A.I.D. for Positive Moments & Corrective Action



Action: Emphasize their actions, do not interpret them. You feed back what you observed or heard, not on their intentions, their personality or their character. Limit the number of actions you comment on. It is far better to give feedback on one key action that they can digest and build on, than ten things which leaves the message diluted.

Impact: This can include positive or negative impact on the end result, or on the specific process itself, e.g. the amount of effort needed on their part to achieve the result. When giving praise it is so easy to say to someone „that was really good, well done“ without saying why it was good or what made the difference this time compared with previous occasions. Be specific ☺.

Development or Desired Behavior: Remember, the purpose of feedback is to help or motivate, or enhance performance. So this last stage is important to determine what happens next, e.g. develop to make it even better next time, to correct a mistake or to optimize a process.

Put the emphasis on what is missing rather than what is wrong – building on strengths or positives is far more likely to engender enthusiasm. Use open questions and ask the individual how they think things can be developed or build upon.

B.I.F.F. for Effective Feedback



B Behavior
I Impact
F Future
F Feelings

The word BIFF signifies a small blow or punch. I guess you could say that this is how some people feel after receiving poor feedback that they have been punched. Let's make sure that this will not happen in the future ☺.

B – Behavior: The specific description of what the person receiving the feedback has done.

I – Impact: What outcomes this behavior has had on you, co-workers, clients or performance.

F – Future: What you expect in terms of behavior or performance.

F – Feelings: An insight into where the feedback receiver is emotionally after receiving the feedback.

B.E.E.R. with Your Development Conversation



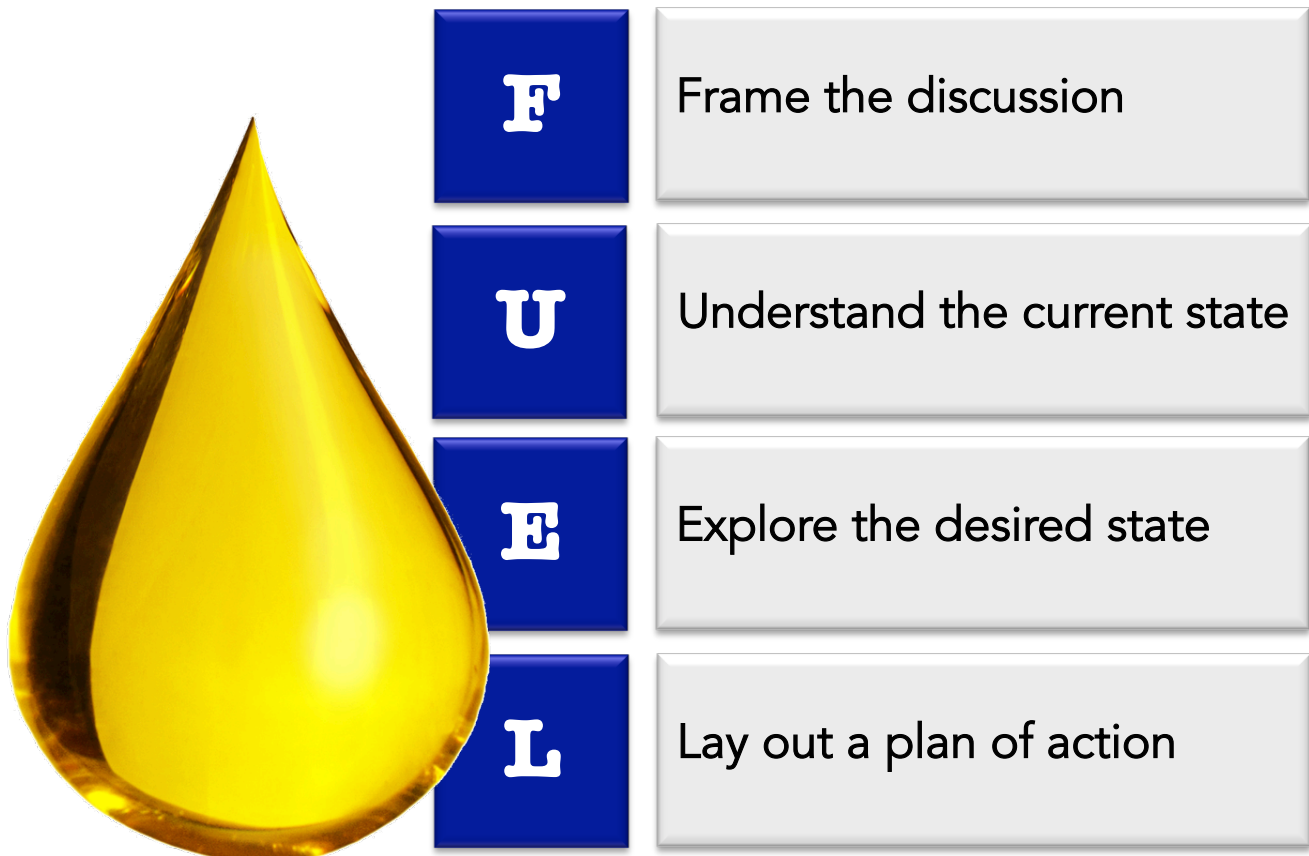
Behavior: What the individual is doing or not doing that calls for feedback

Effect: Why the behavior is dysfunctional, how it hurts productivity, bothers others etc.

Expectation: What you expect the individual to do or not do to change

Result: Paint a clear picture of what someone could be achieving, even if it will take some time and help to get there. When people can visualize their potential they will be more motivated to grasp it.

F.U.E.L. Your Feedback Conversations



Applying the F.U.E.L. formula means:

- Frame the discussion: Explain what is hoped for in terms of outcomes and what role each person will play.
- Understand the current state: which entails clarifying the current situation as seen by the person being coached.
- Explore the desired state: This involves the coach helping the person to think about what ideally would occur from that person's point of view.
- Lay out a plan of action, that will enable the person being coached to achieve that goal.

Regardless of the model you will use (GROW, AID, BIFF or FUEL) make sure you prepare well for a feedback session and you use a structure that is appealing to you.

Contact Us



Annette B. Czernik, PCC

Robert-Blum-Str. 7
60385 Frankfurt am Main
Germany

☎ +49 162 240 4002

@ Annette@Inspired-Executives.com

Annette is passionate about supporting organizations and their leaders to manage and lead transformational processes and radical changes for their long-term success. She encourages organizations to dream beyond their plans and leaders to tap into their inner purpose and connect that with outer goals and tasks to bring about extraordinary and sustainable results. Leadership skills developed include situational leadership, self-control, emotional intelligence, creativity, executive presence, and fierce conversations.

Her diverse corporate career in the financial services industry over the past 20+ years comprises different roles in the Private and Business Clients area, Asset and Wealth Management as well as Human Resources; it also covers various regions including Germany, Continental Europe, the United States, and Latin America.

Through her affiliation and certification with the International Coach Federation, Annette adheres to the highest ethical standards in the coaching industry and is committed to the art and science of coaching. She regularly publishes articles and blog posts, and is the author of the eBook "Energetic? Change! Exceptional Leaders Use Leadership Energy."

Picture Credits

Page 1: Fotolia / pixelrobot

Page 2: Fotolia / freshidea

Page 3: Fotolia / the_lightwriter

Page 4: Fotolia / Stockfotos-MG

Page 5: Fotolia / Giuseppe Porzani

Page 6: Fotolia / Giuseppe Porzani

Page 7: Fotolia / freshidea

Page 8: Own pictures