



Hochschule Kempten  
University of Applied Sciences

# Feedback





„Rückkoppelung“

Feedback is one of the most important tools to give others clues about their behaviour

# Feedback always takes place



- consciously or unconsciously
- spontaneous or solicited
- in words or in body language



- Feedback is a comment to a person about their behavior and,
- like this, from others
- is perceived
- understood
- and experienced

# Feedback has many advantages



Feedback controls behavior

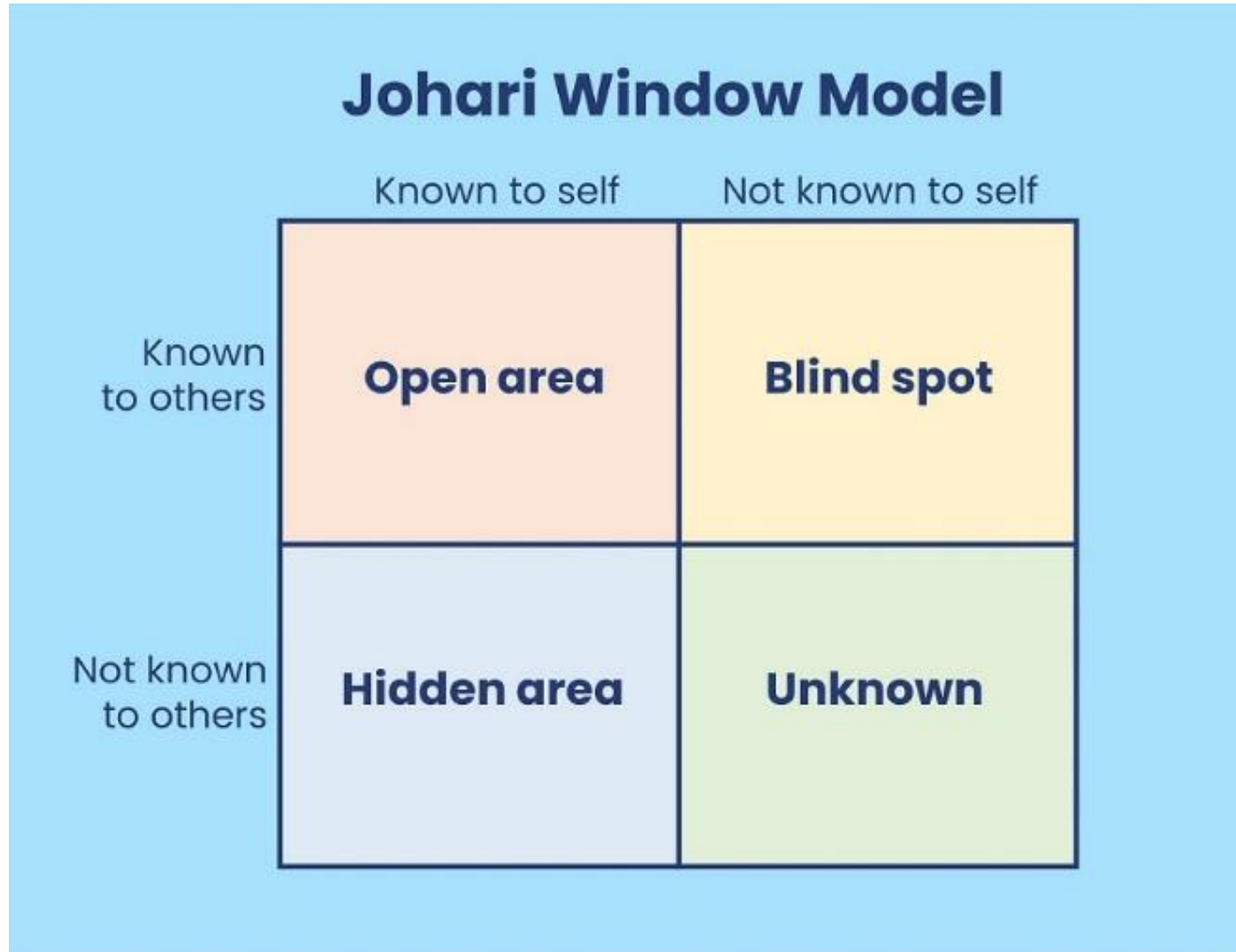
Positive feedback encourages

Feedback makes troubleshooting easier

Feedback promotes personal learning processes

Feedback improves motivation

Feedback helps with self-assessment





- Listen carefully
- Close observation
- Feedback instead of criticism
- In contrast to criticism, feedback is voluntary and never one-sided
- 
- descriptive, concrete and inviting
- 
- Criticism is judgmental, general, and reproofing



Personally formulate your observations and feelings in the "I" form

"I thought it was great how you behaved at the  
employment office ..."



"You weren't paying attention!"

"You're not listening!"

"You have no respect!"

"I have the impression that you couldn't follow me properly."

"It seems to me that your thoughts are elsewhere!"

"I see that you are distracted ...!"



Describe!

Avoid judgments and interpretations

These are often hurtful

"I was able to observe that you ..."



Give feedback in time

The faster it follows the relevant situation, the greater the chances of behavior change

# Be specific



Detailed, factual, concrete

Not general or blanket

Name specific aspects

"I could see that you had your hands in your pockets during the conversation."



Only make suggestions for improvement if this is wanted

Only address changeable behaviors

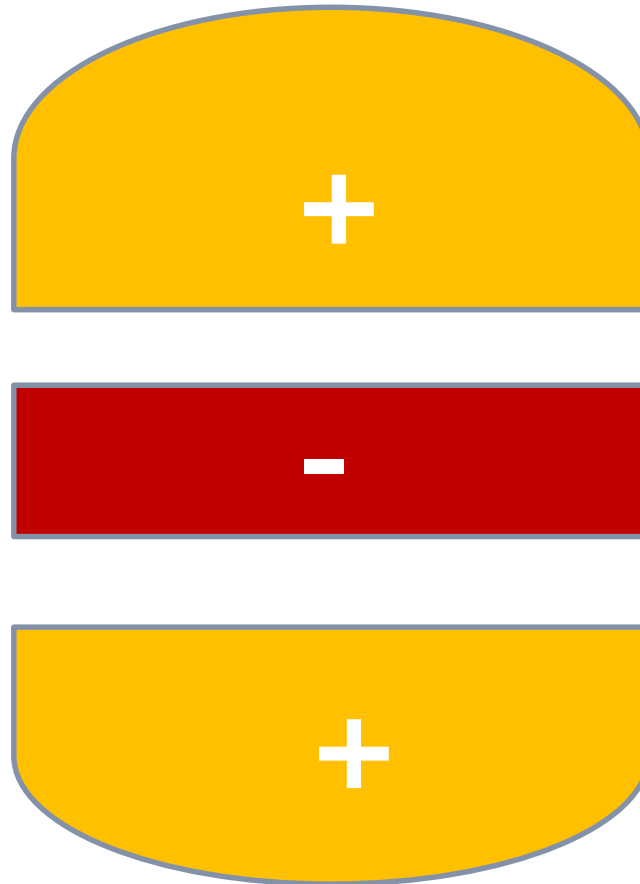
Stay positive



Perception: Describe observed behavior as concretely as possible  
(give example)

Effect: This is how your behavior affects me, this emotion triggers it  
(emotional resonance)

Wish: You could do it like this ... (alternative proposal)





**Sandwich method:** positive - negative - positive

Always stick to the point, don't get personal

Speak in I-messages

The sound makes the music!



## **Accepting feedback**

Listen and let the others finish speaking: You can't know what the other person is trying to say until he has finished speaking. At most one could guess.

Ensure understanding: Make sure that you understand exactly what the other person means. Keep asking until you are sure.



**Not justify.** Resist the temptation to justify yourself. You want to learn something about yourself from the other, not the other way around.

Love it, change it or leave it: of course you decide whether and to what extent you take the feedback to heart. Likewise, whether and what you want to change as a result.



My task?

Good time?

Unmasked?

A matter of taste?

Self-enhancement?

All round?

Well packed?