

**Module #5:
Leadership Through Quality**

Feedback: Closing the Communication Loop

Module Objectives,

- Provide significant others with personal characteristics feedback,
- Understand a model for effective feedback which identifies the importance of both disclosure and feedback in communications, and
- Practice both giving and getting feedback in regard to specific situations

Module Description

This **Leadership Through Quality** Management Development Module focuses on further development of an individual's understanding of the role of Effective Communications in the workplace. This module introduces the concept of giving feedback to enhance understanding and problem solving. In addition, guidelines for effective feedback are introduced, as well as a feedback model called the "Johari Window." An emphasis is placed on individual and small-group "hands-on" activities which apply and reinforce the concepts.

Feedback: A Critical Communication Skill ² (and Management Skill)

Management is Getting Results Through the Efforts of Others.



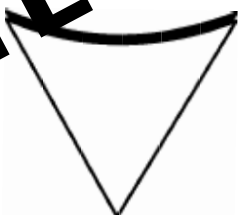
Getting Better Results Means Investing in People.



The Key to Developing People is Feedback.

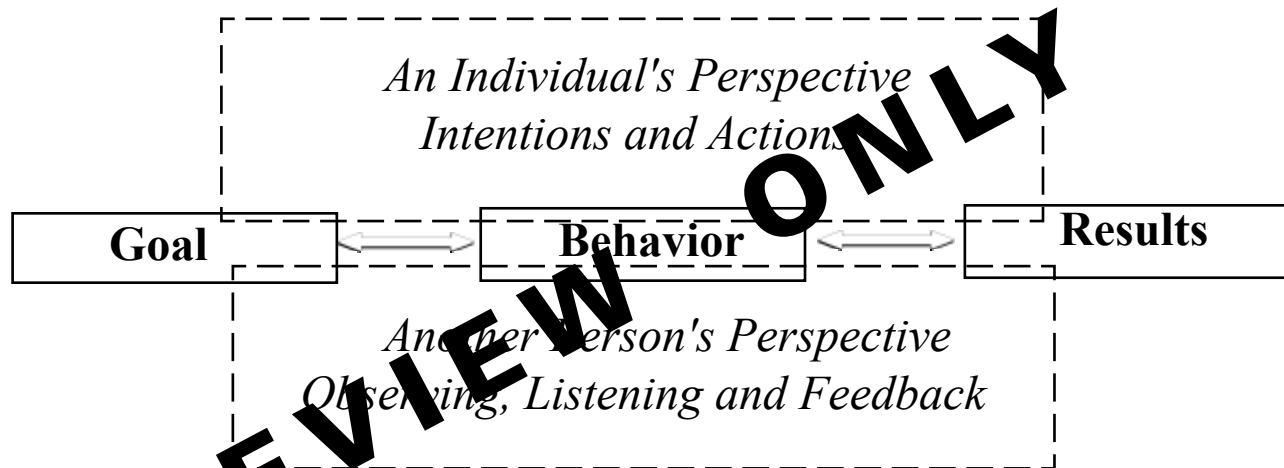


Giving (and receiving) Feedback is a Basic Management Skill.



It Requires Honesty, Courage, Tact, and an Understanding and Respect for Others.

When people act, they intend to achieve certain results. Without feedback they never know whether or not they are successful.



One of the most effective methods for human learning is Reinforcement and we use reinforcement techniques when we both provide feedback to others and seek feedback from others.

Feedback: A Bridge or Barrier to Understanding?

Feedback is the extent to which others are willing to share and be open in providing relevant information to the individual.

"Communication is a Joint Game Between the Speaker and the Listener... Against the Forces of Confusion."

Feedback: A Personal Inventory

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In examining feedback, let's look at some of our views:
(Answer True or False to the Following Statements)

- _____ *Open Feedback can relieve stress and take the guess work out of each other's expectations and evaluation of each other.
- _____ *Feedback can be used as a reinforcement method with staff.
- _____ *Feedback can provide the opportunity to tell another person just how much they are irritating you and what they can do to stop.
- _____ *You can use informative feedback to communicate with your team who can use it to improve their output.
- _____ *Feedback, correctly given, can improve job performance and promote continuing professional and personal development.
- _____ *Corrective feedback can be used as a complement to informative feedback.
- _____ *Organizations that utilize feedback as a management tool enjoy higher levels of productivity and morale owing to their fostering a culture of openness.

Understanding the Value of Feedback: The Johari Window

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The giving and receiving of feedback is the heart of effective communication, relationships and management. A framework to better understand the "dynamic" nature of feedback and its impact on communication was developed by Joseph Luft and Harry Ingham. Their framework is called the Johari window and depicts attitudes and behaviors that each individual engages in which relate to:

1. Areas Which Are Known to Self-This area includes those attitudes, behaviors and perceptions which are only known to the individual. It includes an understanding of the way they are coming across to others and the impact they may be having with the people they are attempting to influence.

2. Areas Which Are Unknown to Self-This area includes those attitudes, behaviors and perceptions which an individual may lack awareness of in regard to how they are coming across to others.

3. Areas Which are Known to Others- This area includes those personal and professional characteristics, attitudes, personality traits, roles, behaviors and perceptions which are known to others.

4. Areas Which are Unknown to Others- This area includes those personal and professional characteristics, attitudes, personality traits, roles, behaviors and perceptions which are unknown to others.

Each of the above four areas comprise the total window of self