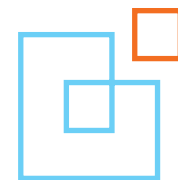


FEEDBACK QUESTIONS

EXERCISE



PERFORMANCE
UNLEASHED



FEEDBACK QUESTIONS

You don't have to use a formal 360° survey to begin to understand your impact on others. You can do that quite simply by beginning to ask your key stakeholders (direct reports, boss, boss's boss, peers, cross-functional peers, external partners, customers/clients). Questions you can ask your stakeholders to better understand your impact on them and your effectiveness as a leader.

TWO SIMPLE QUESTIONS:

1. What is one thing you value most about working with me?
2. What is one area that you sense I could grow and change?

DIGGING A LITTLE DEEPER:

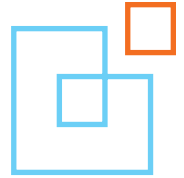
1. What do you see are my strengths?
2. What gets in the way of my effectiveness?
3. What blind spots do I have?
4. What could I do differently to enhance our relationship? To enhance my performance?
5. What advice do you have for me?

HOW BEST TO GET THIS FEEDBACK?

1. **Make a request.** Reach out to stakeholders, tell them that you are working on your development and that you would like to gain their feedback on your impact and effectiveness as a leader. Tell them you know they have a valuable perspective that you will learn from.
2. **Give them time to reflect on the questions.** Send them your questions in advance so they have time to reflect and prepare. Some won't need to and others will.
3. **Scheduled 20-30 minute conversation to gain**

their feedback. In this conversation, reiterate your appreciation for their willingness to help you grow as a leader. Encourage them to be honest and direct. Ask your questions and listen intently. Jot down notes. Ask questions to clarify and better understand the feedback. Note: you have three roles in this conversation. First is to establish the right environment, so people feel comfortable in sharing their feedback. Second is to listen intently. Third is to understand the feedback. Typically this means asking more questions so that you can understand exactly what the individual is telling you. Note: Don't justify or argue with the feedback. Your role is to listen and understand. It's NOT the time to share your intentions or your side of the story. Just listen.

4. **Share your appreciation.** At the end of the conversation, share your appreciation for their insights, for their courage in sharing the feedback and tell them that this has been invaluable for your growth as a leader.
5. **Circle back to stakeholders.** In a few weeks, it will be very powerful to circle back to the people you asked for feedback to thank them again and to share the one or two areas of development that you've chosen to focus on. They don't need to hear all the details. Leave them with a couple of headlines of the one or two areas you are trying to improve in and ask for their continued support in providing you feedback. This is an important step. First it closes the loop for people. You asked for their time and insight and you are showing them what you are doing with it. Two, simply sharing your intentions to develop in those areas has a positive impact on your stakeholders. They are more inclined to see growth in those areas and see you more positively in general, because you've engaged them in this conversation and demonstrated your intention to change. Three, you've created



REFLECTION QUESTIONS

accountability for yourself. You've now told a bunch of people that are important to you that are going to develop in these areas. You are going to feel the burn of accountability to actually develop in these areas because you committed to a group of people that you would do so. This is far more impactful than creating a few commitments on your own and never sharing them with anyone. Lean into the accountability you've created here. Ask a few trusted people to help

hold you accountable. You might ask a peer to agree to have a monthly lunch with you where you each share what you've learned and worked on in your development plan. You might ask your boss to ask you in every 1-1 meeting you have with them how you are progressing against your development plan. You might ask a couple of direct reports to debrief with you after a team or 1-1 meeting on what worked and didn't work in the meeting.