

The art of feedback

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Salons Waerboom



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Challenges

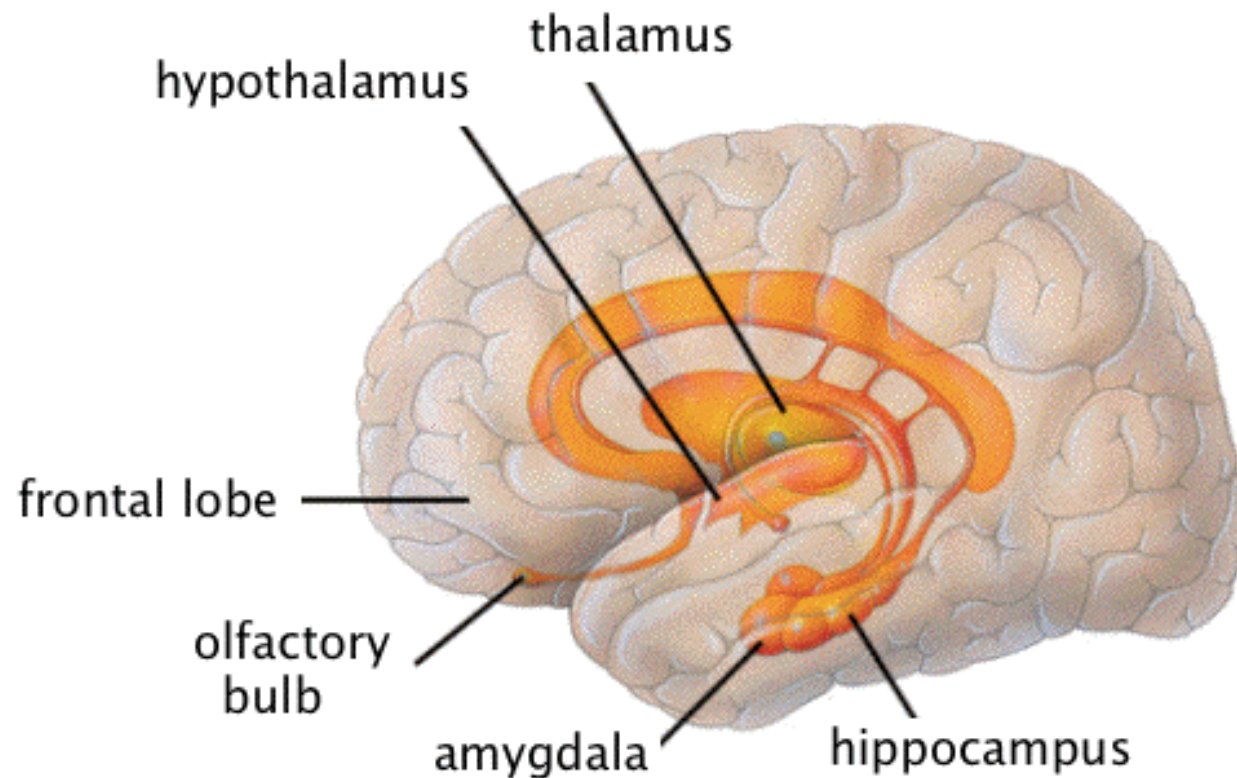
- **Controller as business partner**
- **Role: guarding realism**
- **Feedback abilities**
- **Counterparts**



Feedback?

- Advice-giving
- Approving
- Warning
- Disagreeing
- Challenging
- Stimulating
- Correcting

**What can science
tell us about
feedback?**



David Rock:

**‘In most people, the question:
can I offer you some feedback?’**

**generates a similar response
to hearing fast footsteps behind you at night’**

Special requirements:

- **Successful individuals**
- *Upward feedback*

The 3-stage rocket



Fred Goodwin, RBS



Brilliant accountant

**Confrontational
leadership**

Stellar career



Risk-taking

String of acquisitions

Bailout

1. Talent
2. Success
3. Winning
4. Testosterone
5. Winner effect



Testosterone?

- Energy boost
 - Agression
 - Pain treshold
 - Confidence
 - Less empathy
-
- More risks
 - Self over-estimation
 - Law doesn't apply to me



Galinsky e.a.:

‘Write an E on your forehead’



The 3-stage rocket

1. Success

Winning,
winner effect



2. Growing confidence

Less empathy

3. More risks

- **Less likely to listen to feedback**
- **Need for feedback has increased**

Hubris markers

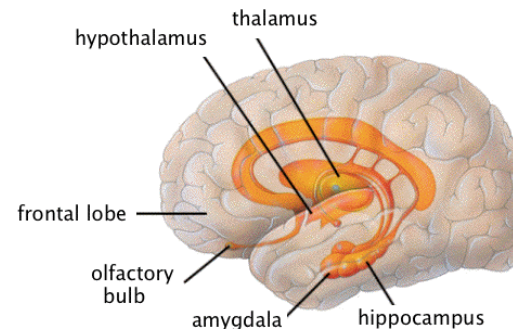
- **Ambitions**
‘Expect to grow 2x faster than the market’
- **Language**
‘I’, ‘We’, ‘Sure’
- **Roi-soleil/Sun king behavior**
Bonus, media exposure
- **Listening**

Feedback giving

- **Heed the tensions**

Remember:

- **Put the relationship first**
- **Be uncomfortable, but not judgemental**
- **Be factual & specific**
- **Point at the outcomes**



Feedback giving (2)

- Don't pillorize
- Beware of digital
- Don't save it up
- Don't forget the positives

(Too) much to remember...

In short:

- 1. The relationship comes first**
- 2. Be as specific and to the point as you can be**
- 3. Never forget the positives**

Thank you!

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