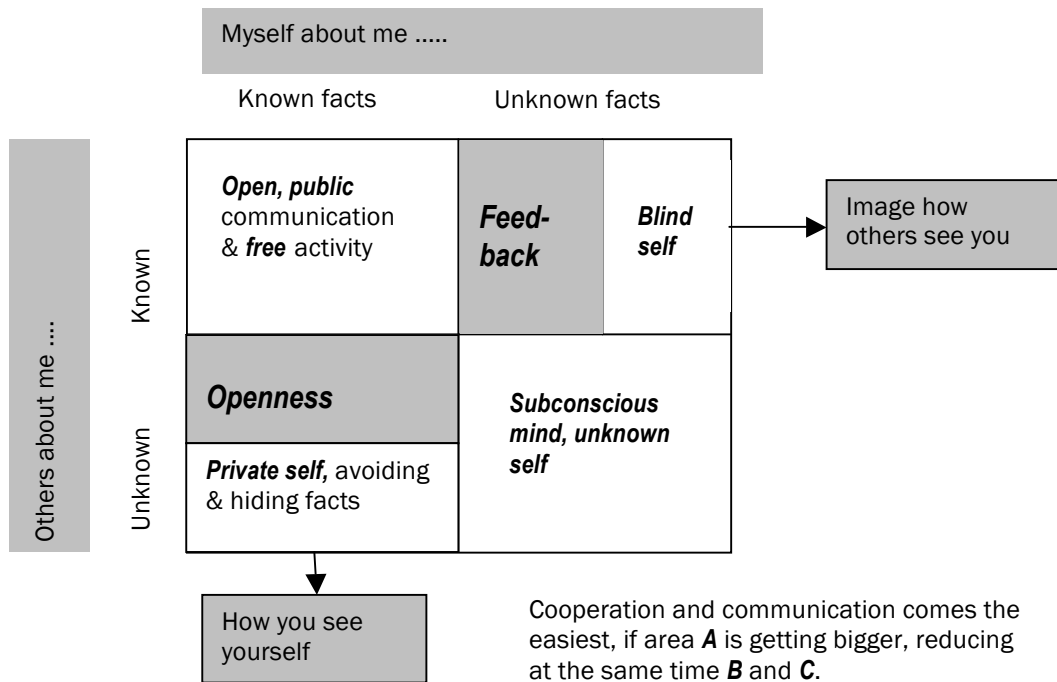


□ The Johari-window



Feedback increases ego-reality, helps me to find out what effects my behaviour has on others and to get a better understanding of my social reality. The importance of feedback is clearly shown by a study: Here, 30% of the leading management personnel describe their style of leadership as “authoritative”, whereas, according to the opinion of the employees, this is valid for 70%. 50% percept themselves as partnership-oriented – in contrast to reciprocal perception saying that this applies only to 12%.

Source: Scherer, H.-P., “Die Fetzen fliegen” (the sparks fly) in the magazine “Wirtschaftswoche” no. 11/2001, Page 70 ff.

□ Feedback-rules

Rules for the feedback-giver

Your feedback should

- be precise and behaviour-related
- related to the occasion;
- avoid speculations and insinuations;
- be also given in positive situations and as a reaction to positive behaviour
- rather be an “I”-statement than a “you” statement
- not be comparative.

Rules for the feedback-receiver

As receiver you should

- ask for feedback, take the initiative
- listen calmly, ask questions, ask for examples;
- not argue or defend himself directly;
- reflect and consider feedback as a chance for a change.