Stop giving Feedback & Start Questioning

If we are honest, how often does feedback really has deep impact? How often does behavior change after a feedback conversation? Our experience: rarely! This is despite the most commonly used feedback model, *'BIRD-feedback'*, in which you follow a <u>fixed step-by-step plan to give feedback</u>:

- **Behavior**: naming the behavior of the other person, factually

- **Impact**: what's the emotional effect of this behavior on you?

- **Result**: what is the consequence *(of this behavior)* for you?

- **Desire**: what behavior would you prefer to see?

What makes it so difficult, is naming your feelings in a business context. And if you think about it, it is actually quite didactic to tell someone how he/she should behave. Moreover, you only approach the person from your own perspective, and that immediately indicates the limitation. <u>The result</u>? The feedback often comes across as very one-sided and attacking, despite valiant efforts. The other person mainly hears criticism, because it does not correspond with his/her view of the world *(paradigm)*.

<u>What is a more effective way and works really well</u>?
Instead of saying what someone is doing wrong in your eyes, it's better to take a curious step back, and try to understand why someone does what they do. That's where the **Name-Impact-Intention** model comes in. The starting point here is that – behind every behavior – there is a positive intention, even if the behavior seems clumsy, problematic or destructive. The positive intention refers to the goal that someone is *(unconsciously)* trying to achieve, such as safety, comfort, recognition or control. The purpose of this belief is to stimulate empathy and give people space, to see things in a broader and less judgmental perspective.

<u>How to put this 'Name – Impact – Intention' model in practice</u>?
Step 1: Name/ identify the behavior *"I heard you raise your voice during our last discussion."*
Step 2: Share the Impact on you *"When you raised your voice, I noticed that I felt uncomfortable and less likely to share my idea."*
Step 3: Ask about the Intentions *"What did you hope to achieve by raising your voice during the discussion?"* Suppose (s)he answers: *"I wanted to make sure my idea was heard, because I thought it was important."* This answer really get you started on co-creation and looking together for *(more)* effective alternatives, eg to be heard.

<u>Why does this work better</u>?
By asking questions and understanding intentions, you get closer to the core. It's no longer about *"you are doing this wrong",* but about **working together, learning and growing**. Moreover, you show that you respect and value the other. A working environment is created in which you and your colleagues feel understood and are motivated to adjust the behavior positively.

As a Leader, you immediately feel that by applying this '*NII*'-approach, you change the dynamics of giving feedback to real collaboration and growth.

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