

SURRENDER *to* LEAD

Focused Feedback® Guide

HOW TO GET RESULTS

Organizations that are intentional about how they integrate their Cultural Beliefs® into every day experiences ensure those beliefs become “sticky.” As a result, we see a more highly engaged, aligned, and productive workforce, and an organization that achieves its Key Results. This guide provides practical tips and best practices for seeking and providing Focused Feedback about your Cultural Beliefs, enabling you to accelerate the shifts needed to achieve your Key Results.

Focused Feedback: *The practice of seeking and providing appreciative and constructive feedback focused on the demonstration of Cultural Beliefs that results in movement toward a Key Result or R2.*

WHAT SETS FOCUSED FEEDBACK APART?

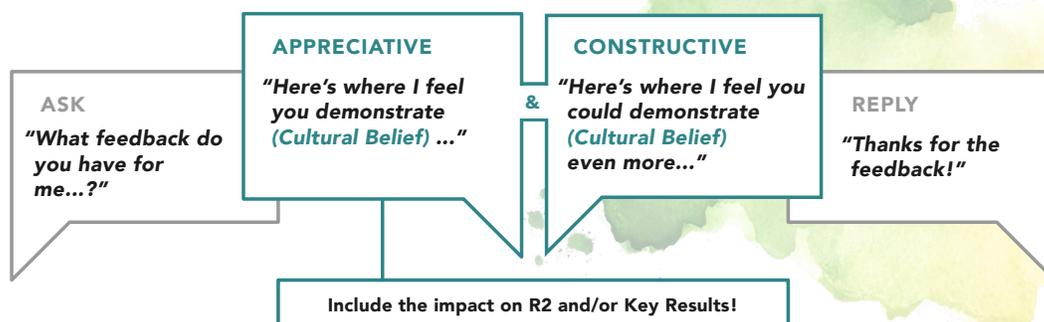
Giving and receiving feedback can be uncomfortable, which is why many people don't do it. Yet, most agree that effective feedback is critical to improving results and building a Culture of Accountability, one where people think and act in the manner necessary to achieve Key Results.

Presented as a straightforward conversation model, Focused Feedback removes the discomfort often associated with exchanging feedback. Unlike general feedback, Focused Feedback connects individual behavior to culture transformation—equipping individuals with the insights necessary to recognize Cultural Beliefs in action and more effectively drive Key Results. These insights are delivered in the form of both appreciative and constructive observations.

HOW TO SHARE FOCUSED FEEDBACK

Accountable people do not simply wait for people to give them feedback. In fact, leaders don't usually get the feedback they need unless they ask for it. Instead of waiting on feedback to come to them, accountable people regularly and proactively seek it out.

For this reason, a Focused Feedback session is generally initiated by the person requesting Focused Feedback, but can also be initiated by someone with Focused Feedback to share. Providing Focused Feedback is a straightforward process that is illustrated by the conversation model below.



Though general feedback can be useful at times, when it comes to accelerating culture change, it's important to use the Focused Feedback model. While integrating the practice of giving and receiving feedback into your regular workflow requires focus and continued effort, the benefits are well-worth the investment.

Focused Feedback is **Always**

- Focused on Cultural Beliefs and impacting R2/Key Results
- Appreciative and Constructive

Focused Feedback is **Not**

- Generic input or encouragement or feedback about work projects/ initiatives
- Filtered and justified with excuses

PRO TIPS

- ✓ If you're **requesting Focused Feedback**, consider identifying a particular Cultural Belief that you would like to receive feedback on.
- ✓ If you have worked with people for more than an hour, they likely have feedback for you. When **requesting Focused Feedback**, instead of asking "if" someone has feedback for you, try opening the conversation with "What feedback do you have for me?"
- ✓ If you're **sharing Focused Feedback**, be thoughtful about what you want to share ahead of time. Consider jotting down specific examples that support both your appreciative and constructive feedback.
- ✓ If you would like to **share Focused Feedback** with someone who has not requested it, be sure to ask before diving in. Getting permission to engage in Focused Feedback can sound like this: "Are you open to me sharing some Focused Feedback?"
- ✓ Feedback is constructive when it helps people improve, as opposed to just pointing out a problem. Constructive feedback focuses on what you want, not what you don't want. It looks to the future, not the past.
- ✓ When **receiving Focused Feedback**, your response to someone when you're given feedback has a big impact on whether that person will give it to you again. The appropriate response to feedback is, "Thanks for the feedback!" This simple statement communicates your appreciation for the feedback while remaining neutral—it does not indicate you agree or disagree with the feedback. Using this statement creates the experience for others that you are open to feedback.

Focused Feedback **DOS**

- Look for opportunities to integrate feedback into your everyday workflow.
- Role model the act of seeking feedback. Leverage existing 1:1s or schedule weekly Focused Feedback sessions that are intentional and aligned with Key Results and/or Cultural Beliefs.
- Seek opportunities for cross-functional Focused Feedback exchanges, such as during or after meetings. Ask for volunteers to share their experience with Focused Feedback this week: What did you learn? How will you change the experiences you create for others as a result? Have people pair up for a quick, 5-minute Focused Feedback exchange.
- Provide a specific example of the Cultural Belief in action (the more specific, the better!)
- Make a clear connection between the Cultural Belief embodied and the Key Result impacted
- Remember to say, "Thanks for the feedback!"

Example

What good feedback looks like:

After a key project meeting with other departments, Emily asks her peer Jack for feedback.

Emily: "Wow, that was helpful! What feedback do you have for me around our Cultural Belief of Own the Experience?"

Jack: "It sure was! Thanks for asking. Here's how I feel you demonstrate Own the Experience. When Sarah pushed back on the idea of a client survey because clients are so busy, you asked a few open-ended questions to get Sarah to think through how we could gather feedback from clients in a way that was considerate of their time. That went a long way in getting buy-in and will impact our Key Result of 75% NPS.

And here's where I feel you could demonstrate Own the Experience **even more**. When Keira asked for a case study or example of how this data has helped prior projects, you could have offered to follow-up and share insights from the work being done by the Analytics Team."

Emily: "Thanks for the feedback!"

Focused Feedback Don'ts

- Interrupt or offer excuses or justifications. Avoid the "but."
- Apply filters to the feedback, i.e., "Is it true or accurate? Is there a basis? Is it relevant? Is it right or wrong?"

Example 1

Example of what to avoid:

After a key project meeting with other departments, Emily asks her peer Jack for feedback.

Emily: "Wow, that was helpful! Do you have any feedback for me?"

Jack: "It sure was! No, I can't think of anything."

Example 2

Example of what to avoid:

After a key project meeting with other departments, Emily asks her peer Jack for feedback.

Emily: "Wow, that was helpful! What feedback do you have for me around our Cultural Belief of Own the Experience?"

Jack: "It sure was! Thanks for asking. Here's how I feel you demonstrate Own the Experience. When Sarah pushed back on the idea of a client survey because clients are so busy, you asked a few open-ended questions to get Sarah to think through how we could gather feedback from clients in a way that was considerate of their time. That went a long way in getting buy-in and will impact our Key Result of 75% NPS.

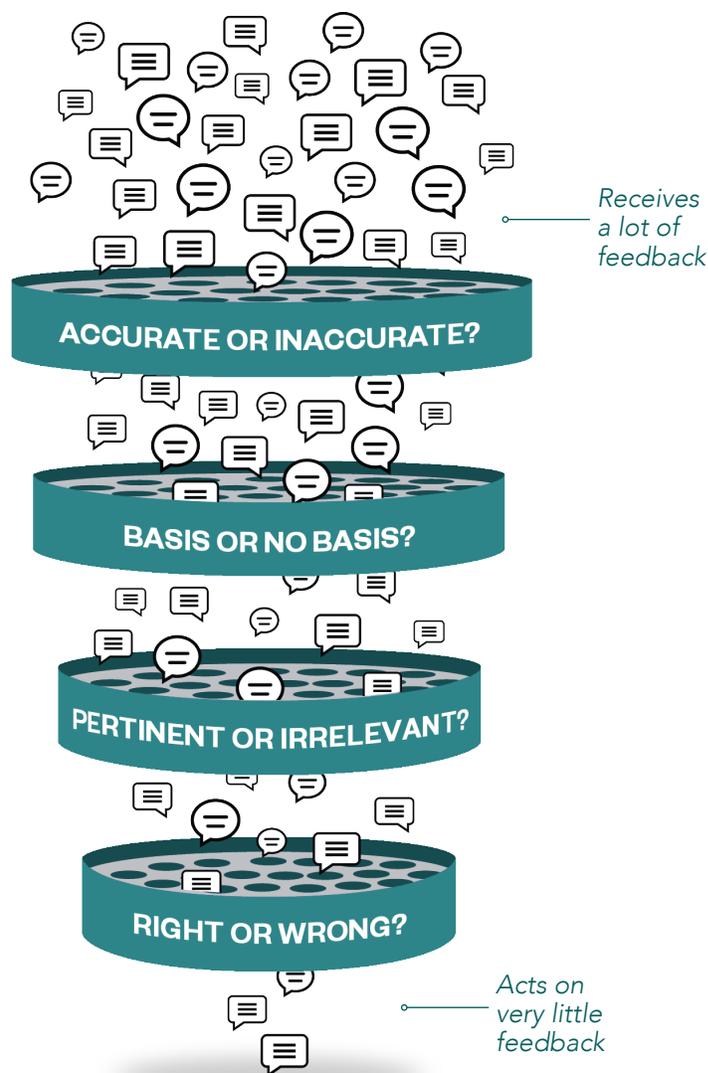
And here's where I feel you could demonstrate Own the Experience **even more**. When Keira asked for a case study or example of how this data has helped prior projects, you could have offered to follow-up and share insights from the work being done by the Analytics Team."

Emily: "Yeah, I guess, but Keira could also reach out to that team if she really wanted the data. I am always doing extra work for others when they are capable of doing it themselves. I know it's my project, and I'm ultimately responsible, but I can't do everything, right? I just don't see how that's possible. And, honestly, she asked me for something last week and I just did it... so...."

Feedback Filters

What Emily did here was what we call “filtering feedback.” How you respond to someone when you’re given feedback has a big impact on whether that person will give it to you again. And the risk we run with filtering feedback is that over time, people may stop giving us feedback. This may damage relationships, inhibits our ability to take ownership and accountability, and limits our ability to learn and grow.

A VP in a manufacturing organization who used to filter feedback shared this, “I’ve been approaching this the wrong way. I have come to realize that it’s not important whether someone’s feedback is accurate or not. It’s really not important if there’s a basis for that feedback, whether it’s pertinent or right or wrong. What’s important is whether or not the belief they hold works for me.”



Spend 30 minutes with our subject-matter expert senior partners to discuss and address your organization’s challenges through specific culture recommendations to change the entire trajectory of your organization.

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