



BRAVE™ FEEDBACK

Objectives

- ✓ To create an opportunity for the other to further develop him/herself – improvement feedback
- ✓ To reinforce self-confidence, to anchor a behaviour, an attitude – positive feedback
- ✓ To rebalance a relationship – regulation feedback

When to use

- ✓ During coaching
- ✓ After a working session, a meeting, with peers, subordinates and even N+1

How to use

Ask for permission from the person you want to give feedback

- Either set an appointment
- Or give it in an informal way

Prepare the person

- Ask the person to listen to you to the end and then he/she can reply, ask precisions, etc.
- Say that you might be wrong, but it is your perception, your feeling

Prepare yourself

- Embody the BRAVE™ Virtues
 - Are the words you will use for the other person helpful and not hurtful? Remain benevolent!
 - Prepare yourself to receive reactions different than yours after your feedback. Respect those differences!
 - Ensure you say all what you want to say. Be authentic!
 - Keep in mind that you too fail from time to time, you are not perfect. Be vulnerable!
 - Keep breathing to allow all emotions to flow freely. Be emotionally conscious!

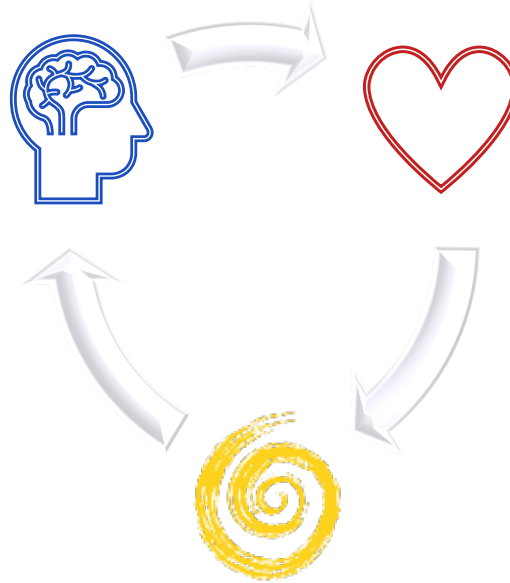
Do not reply after the reaction of the person given the feedback

- Just answer their questions, if any.
- Sometimes the person “takes” the feedback directly.
- Sometimes it takes time for the feedback to sink in.



Tool - 4 steps

1. Share the precise moment of interaction you wish to give feedback on. Ask for validation. Does the other person remember it as you do?



3. Share how you felt at that moment. Why is it important to you? Which value is activated? Use the present tense – « I felt ... ».

4. Suggest an appropriate behaviour in the future.

2. Share what need was met (positive feedback) or unmet (improvement feedback).

EXAMPLE

1. When I talked about the duration of the project in our meeting this morning, you said that my team and I always overestimate project durations. Do you remember?
2. I felt personally attacked in an unfair mode, because you generalized the discussion to all projects without referring to the statistics on project delays.
3. I would like our relationship to be a partnership and for this, my deep needs is to feel trust and trusted by you.
4. May I suggest next time you keep the discussion on the specific topic, and you perhaps ask question to get more general information on the trend of things.