

# Giving and receiving feedback – An important skill for partnership brokers

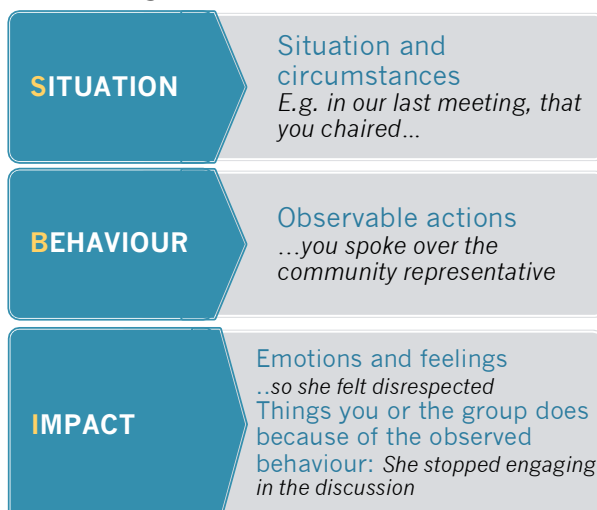
Giving and receiving feedback is very important in partnership brokering. In organisations there are often structured ways to give each other feedback. Think about regular performance reviews or other ways in your organisation where you give and receive formal and informal feedback. In partnerships creating a culture of on-going learning is really important. Yet it is often seen as challenging because there are no structures or agreed approaches for this.



We will be spending much of Session 2 in role play, and **practicing** giving and receiving feedback in partnerships. All of us will be doing it, wearing different hats: as a partner, as an observer and as a co-facilitator.

This brief document provides you with some thoughts and suggestions on giving and receiving feedback.

There are various ‘feedback models’, which can help to frame feedback so that it is effective. We have found the SBI model to work well in the context of partnerships and partnership brokering:



## Feedback Skills

In **receiving** feedback:

*Attentiveness, active listening, responding not reacting, probing to understand their perspective, asking for clarification*

In **giving** feedback:

*Clarity, choice of words, timing, being specific, sensitivity as to how far to go, consider ‘SBI’, inviting response / questions*

in **giving yourself** feedback

*Cultivating objectivity, ability to analyse situations / behaviours, regular time and techniques for productive reflection.*

## What else to think about

**Prepare** what you will say, so that it will be as useful as possible to the person receiving it.

To be **effective, feedback** must:

- Be useful
- Be anchored in behaviour, not personality
- Enable the receiver to replicate and improve performance
- Be developmental in nature, and non-evaluative
- Be direct and timely
- NOT be judgmental or subjective

**Remember:** The person receiving feedback will be affected in different ways: There will be **Thoughts** (e.g. embracing it as valuable; denying it as pointless); **Feelings** (e.g. surprise, anger, embarrassment, relief); **Bodily sensations** (e.g. pumping heart, sweaty palms, tight stomach) or even **Impulses** (e.g. to challenge/deny, to flee, to embrace it). All these sensations are very human. We all have them!

**When receiving feedback**, prepare yourself, so that you can **learn** from the experience and **improve** your performance next time.