



# Feedback template

## Personal & professional development

Instructions: Ask 2-3 people if they'd be willing to prepare feedback for you by answering a set of questions (estimated prep time: ca 20 min). Really emphasize that you want open and honest feedback in order to develop! Then send them these questions and schedule a 1-1 feedback session a few days later when they have had time to sit down and reflect on these questions.

During the feedback session it is incredibly important to think about the feedback staircase and encourage the person sharing to be honest, to ask follow-up questions and not be defensive, because it reduces the likelihood of receiving open and honest feedback in the future.



The purpose of this feedback template is to gain a better understanding of how others perceive you and get insights on how you can develop to increase your performance and have a greater impact. It works for both leaders and team members.

### Questions:

- In what situations have you observed that I perform at my best?
- What do you see as my strengths?
- In what situations do I tend to overuse these strengths in a way that can create frustration for others? Example?
- What other behaviors or attitudes might I sometimes display that might cause frustration to others?
- How do you experience that I react when being challenged or faced with constructive feedback? How does that make you feel?
- Describe my leadership in terms of a metaphor – if I were a car, a building or an animal, which would I be? Why?
- What do you appreciate most about me?
- What would you suggest that I stop, start, and continue doing to have more impact in my work?
- In which specific areas do you think I would gain the most from further development?