

CLEAR GIVING

CONSTRUCTIVE

Prepare the case



- Be clear about the purpose of the feedback
- Choose the right time and place for feedback
- Take into account the position of the receiver



- Give feedback without knowing what you want to achieve
- Treat other people disrespectfully, e.g. by interrupting people in front of others
- Fail to consider or make assumptions about position, mindset, culture or personality of receiver

LANGUAGE

Words matter



- Use positive language
- Use direct and action-focused statements
- Use relevant facts



- Make vague statements that can be misinterpreted misunderstood and/or go unnoticed
- Make sweeping statements that can be seen as attacking character or (recurring) problem with personality (vs. incident)
- Use incorrect or non-verified facts

EVALUATE

Manage reactions



- Listen calmly
- Give the benefit of the doubt
- Understand your contribution to the problem



- Get angry or emotional because receiver becomes angry or defensive
- Jump to conclusions or makes assumptions about the intentions of the receiver
- Attribute the situation to receiver, without questioning your own role or expectations

ACTION

Reach an agreement



- Focus on a desired future
- Involve the receiver
- Brainstorm SMART goals



- Dwell on past mistakes and problems
- Set goals and comes up with actions without involving receiver
- Fail to follow up and measure progress frequently with receiver

RELATIONSHIP

Move on



- Re-establish the relationship
- Offer a fresh start
- Ask for feedback on the feedback

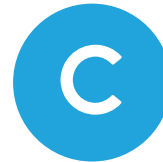


- Treat receiver differently after feedback conversation
- Show receiver he/she is keeping track of mistakes
- Ignore or discard feedback from receiver

CALM RECEIVING

CONSIDER

See the giver's point of view



- Show empathy
- Unpack feedback for deeper meaning
- Separate the message from the messenger



- Fail to consider position, mindset, culture or personality of giver
- Fail to look for the deeper meaning/value of feedback
- Reject the validity of the feedback because of the credibility or intent of the giver

AWARENESS

Know yourself



- Recognise your emotions
- Be aware how you tend to deal with feedback
- Understand how others perceive you



- Fail to recognize and manage emotional thinking
- Lack awareness about personal tendencies when dealing with negative feedback
- Lack understanding of how others see you

LISTEN

Control yourself



- Show confidence
- Control the impulse to act
- Stay open to new information



- Become defensive, angry and/or conflictive
- Try to prove giver wrong, blaming giver or winning the argument
- Interrupt, talk over giver or finish their sentences for the giver

MANAGE

Actively question



- Use the CLEAR steps for clarification
- Repeat back words for understanding
- Take responsibility for actions



- Fail to actively ask open clarifying questions to understand the facts of the situation
- Fail to summarize and show empathy and understanding to the giver
- Deny, blame or find excuses to deflect feedback



CLEAR+CALM
by futureteaming

The CLEAR+CALM Model

1. Describes simple steps for giving and receiving feedback, across cultures and hierarchies.
2. Works for different types of feedback: giving, receiving, confronting mistakes, positive feedback and seeking feedback.
3. Provides a common language to build feedback into the culture of the organisation.

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