

"ABCs of Effective Feedback Preface"

Page 1/2



Without learning, we can't live. Without feedback, we can't learn. Learning is the key to individual and organizational excellence. Without feedback, learning from our experience is stymied. Without an effective feedback process, we are destined to fall short of fulfilling our greatest potential.

The field of health care, with its unyielding demands for increased productivity and accountability, is the backdrop for the book's vignettes and case study. The techniques and concepts presented in *The ABCs of Effective Feedback* will reward all caring professionals, and our work with clients in multiple sectors bears this out.

In this book, two tools are provided to enable readers to become both an effective giver and receiver of championship-level feedback. One is a map—a four-phase feedback model—of what needs to be done, and the other is a behavioral compass with pointers for how to do what needs to be done. We use the abbreviation ABCs when referring to the map to reflect the essential role played by an awareness of our behavior and its consequences in achieving win-win feedback. The integration of what and how—of map and compass—is an essential ingredient in the achievement of mutually growth-producing, win-win feedback exchanges.

The book begins with Chapter One, which makes the business case for an effective feedback process. Chapter Two describes both of the tools mentioned earlier: The Four-Phase Feedback Process and the ABCs Behavioral compass Points. Whenever possible, we identify the specific points from our ABCs compass that are uniquely suited for each phase and the ways they can be used to help us chart a behavioral course for staying on a win-win path.

Chapters Three through Six cover each of the four phases in the model—Initiating, Formulating, Exchanging and Evaluating. Relevant behavioral compass points are identified to ensure that each of the four phases contributes to the win-win outcome being sought.

In Chapters Seven through Ten, we flesh out—and add heart and soul—to the underlying feedback structures. Chapters Seven and Eight focus on how the map and the compass fit the unique challenges of being a leader and dealing with interpersonal conflicts in a health care organization. What are the challenges of applying these models to people in positions of formal power? What might formal organizational performance appraisals look like if they were designed and conducted as a win-win arrangement?

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"ABCs of Effective Feedback Preface" Page 2/2



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Chapter Nine offers four fundamental axioms---familiar truths reframed for a win-win feedback exchange. In Chapter Ten, we step outside of our conceptual outlook to reflect on the implications of two single individuals committing to using win-win feedback to improve their own relationship. Finally, the Appendix provides an example of the leading-edge feedback used by the players in the Chapter Eight case study.

Throughout the book, tips are provided that can serve as a checklist in planning for and learning from your many day-to-day feedback experiences. We use real-world examples and an occasional cartoon. In so doing, we hope to speak to both your left and right brains, to engage in thoughtful reflection from your hearts and your minds alike.

When it comes to living and learning, feedback is an essential ingredient. Improving the quality of our lives is one of the results of high-quality feedback.

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