

# Feedback

## ✔ Exercise: "Feedback Speed Dating"

- Miro board: [https://miro.com/app/board/o9J\\_kkZpgPY=](https://miro.com/app/board/o9J_kkZpgPY=/)
- PW: feedback

## Exercise: "Hot Seat"

- Template Miro board: [https://miro.com/app/board/o9J\\_kkn6lT8=](https://miro.com/app/board/o9J_kkn6lT8=/)
- PW: feedbackmeeting

## How to give feedback

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- Speak from your own experience – Start with "I've observed" and avoid "I've heard..." statements.
- Be specific and provide examples – Avoid general statements like "really good" or "difficult to work with".
- Keep it actionable – Always describe behaviors, not traits. Focus on what the person can actually do something about going forward (i.e. more of, less of, keep doing - "It would be good to see more of X as it leads to Y").
- Be respectful AND honest – Keep in mind the purpose of the survey is for development.

## Nonviolent Communication (NVC)

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**Nonviolent Communication** is a communication model developed by Marshall B. Rosenberg in the 1960s. The word "nonviolent" is not necessarily referring to physical violence. Rosenberg stated that violence can also be used in verbal communication, by ignoring the needs of other people and only concentrating on fulfilling one's own needs.

Rosenberg taught his pupils not only to communicate how they feel in a stressful situation but also to talk about the basic need that was unfulfilled causing stress to the person. Disclosing the need behind an unpleasant feeling allowed the listener to empathize with the speaker, since they could empathize with the unfulfilled need. Rosenberg stated that needs do not have a hierarchy, and every universal human need is equally valuable. Therefore, the conflict parties were able to understand each other deeper and start talking about alternative strategies to fulfill everyone's needs.

Here is a non-exhaustive list of universal human needs:

## NEEDS

<b>CONNECTION</b>	freedom	<b>PLAY</b>
acceptance	independence	joy
affection	space	humor
appreciation	spontaneity	
belonging	<b>SECURITY</b>	<b>MEANING</b>
cooperation	safety	awareness
communication	stability	celebration of life
closeness	support	challenge
community	protection	clarity
companionship	trust	competence
compassion		consciousness
consideration	<b>HONESTY</b>	contribution
consistency	authenticity	creativity
empathy	integrity	discovery
inclusion	presence	efficacy
intimacy		effectiveness
love	<b>PEACE</b>	growth
mutuality	beauty	hope
nurturing	communion	learning
respect/	ease	mourning
self-respect	equality	participation
warmth	harmony	purpose
<b>AUTONOMY</b>	inspiration	self-expression
choice	order	to matter
		understanding

✓ The four steps of the model are:

1. Make an observation
2. Express your feelings about it
3. Express your underlying need
4. Make a request

### 1. Make an observation

An observation is a fact nobody can argue with. It's the best basis for effective & stress-free communication. Think about the situation you want to address. How can you describe what is or what happened in a way that every person on the planet could agree?

Don't say: "You always just complain in meetings..." Instead say: "In the last three meetings I heard you bring up the same problem without suggesting solutions..."

### 2. Express your feelings

Next, you can get more subjective by expressing how the particular circumstance makes you feel. Your feelings are signals that some of your needs are either met or unmet.

Expressing a real feeling based on your observation tells the receiver what kind of an effect/impact their behavior has created. Sticking to real feelings ensures that the communication remains productive.

## Feelings when needs are **satisfied**

### **Affectionate**

compassionate  
friendly  
open hearted  
sympathetic  
warm

### **Engaged**

absorbed  
awake  
curious  
enchanted  
interested  
involved  
stimulated  
warm

### **Hopeful**

encouraged  
optimistic  
confident  
open  
proud

### **Calm**

safe  
secure  
content

### **Exited**

amazed  
aroused  
astonished  
eager  
energetic  
enthusiastic  
passionate  
vibrant

### **Grateful**

appreciative  
moved  
thankful  
touched

### **Inspired**

amazed

### **Joyful**

amused  
delighted  
glad  
pleased  
blissful  
radiant

### **Peaceful**

centered  
still  
satisfied  
trusting  
fulfilled

### **Refreshed**

rested  
restored  
relieved

## Feelings when needs are **not satisfied**

### **Afraid**

suspicious  
panicked  
worried

### **Scared**

wary  
terrified  
apprehensive

### **Annoyed**

displeased  
irritated  
frustrated  
impatient

### **Angry**

enraged  
furious  
resentful  
outraged

### **Hate**

aversion  
disgusted  
dislike  
hostile

### **Confused**

ambivalent  
baffled  
lost  
puzzled  
bewildered  
alienated

### **Detached**

bored  
cold  
disconnected  
distant  
numb  
uninterested  
removed

### **Sad**

depressed  
disappointed  
discouraged  
hopeless  
unhappy  
gloomy

### **Alarmed**

agitated  
restless

### **Tense**

anxious  
nervous

### **Helpless**

sensitive  
reserved  
guarded

### **Envious**

jealous

NVC differentiates so-called "pseudo" feelings from real, bodily feelings. Pseudo-feelings are feelings disguised as judgments and always involve an accusation towards the listener.

Why should one not use these words in NVC?

When using a pseudo feeling, the receiver will feel attacked and feel the need to defend themselves. In order to prevent a defense reaction from the receiver, it's best to stick to feelings that are "real", and that no one can take away from you.

Don't say: "*When you arrive 15 minutes late to our meeting for the fifth time this week, I feel not respected...*" Instead say: "*When you arrive 15 minutes late to our meeting for the fifth time this week, I feel annoyed, because...*"

## 3. Express your need

Expressing your need is telling the receiver why their behavior has the impact it does.

Say: "*When you arrive 15 minutes late to our meeting for the fifth time this week, I feel annoyed, because it's important for me to use my time meaningfully.*"

Here are more examples of universal human needs, including explanations:



#### 4. Make a request

You can make an action request when the request is something the receiver can do and influence.

Say "Would you be willing to..." or "Could you please....?"

You can make an empathy request when it's not your place to tell the receiver what they should do but you want to express through NVC how their behavior affects you.

Say "How is this for you to hear?" or "What do you think about this?"

### Confusing assumption and feeling

Sometimes we start with "I feel.." and continue with an interpretation instead of a feeling

rejected	not heard
attacked	not seen
exploited	not respected
harassed	not supported
lied to	not understood
used	not appreciated
blamed	not accepted
betrayed	
humiliated	
forced	
tricked	
ignored	
manipulated	
abused	
dissed	
overlooked	
abandoned	
neglected	

In these cases we are not expressing a feeling but a negative assumption.

These expressions are heard as accusations and trigger a justification.

Instead of fostering connection they provoke resistance and separation.

#### NVC Reflection Sheet

1) What happened? What do I observe?

„When I see / hear .....

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2) How do I feel in the situation?

.....I feel (e.g. frustrated, irritated, sad, happy)....

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3) What do I need? What is important for me?

.....because I need/ I value (e.g. support, appreciation, using my time meaningfully)

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4) What do I want to request or ask of the other person?\*

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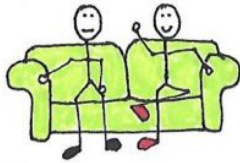
\*a) Are you willing to...? Would you mind trying...? (action request)

b) How is this for you to hear? How do you feel right now? (empathy request)

# 10 SIGNS YOU'RE IN THE RIGHT HEADSPACE TO GIVE FEEDBACK

from Dare to Lead - by Brené Brown

noted by hannah



☐ I'm ready to sit next to you rather than across from you



☐ I'm willing to put the problem in front of us rather than between us



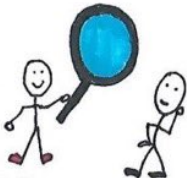
☐ I'm ready to listen, ask questions, and accept that I may not fully understand the issue



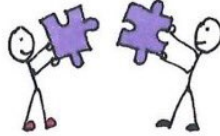
☐ I'm ready to acknowledge what you do well instead of just picking apart your mistakes



☐ I recognise your strengths and how you can use them to address your challenges



☐ I can hold you accountable without shaming or blaming



☐ I'm open to owning my part



☐ I can genuinely thank you for your efforts rather than just criticizing you for your failings



☐ I can talk about how resolving these challenges will lead to growth and opportunity



☐ I can model the vulnerability and openness that I expect to see from you

## Further Readings

- Article: [The Best Leaders are Feedback Magnets – Here's How to Become One](#)