



Template

The Feedback Matrix

Feedback is meant to be the first step toward change. Unfortunately, your emotional reactions to feedback may hamper your ability to respond positively to it.

The Feedback Matrix helps you to see past these reactions and get the most from a feedback session. With it, you can examine both the negative and positive aspects of the feedback, and ask yourself questions that will help you to make the most of it.

Use the matrix whenever you receive feedback, particularly after performance appraisals or one-to-ones. As a manager, you can also use this tool to inform the feedback you give to others.

To use the Matrix:

1. List feedback you have received recently using the space provided below.

Feedback received from	Nature of the feedback
Head of Department	Praise for the delivery of a high-quality lunch and learn session

2. Now, assign each piece of feedback to one of the four quadrants in the interactive grid below, according to your reaction to it.
3. For each entry in each quadrant, note your answers down and use them to help you decide on next actions. Some guidance on each quadrant is provided below.



Positive/Expected Feedback

This feedback is good to hear, but we often fail to act on it. Ask yourself:

- How can I celebrate this aspect of myself?
- How can I use this skill to increase my productivity or job satisfaction?
- How can I use this skill to help others who are not as strong in this area?

Negative/Expected Feedback

This feedback comes as no surprise to us, but does present improvement opportunities. Ask yourself:

- What actions have I already taken to address this concern?
- How successful were those actions?
- What else do I need to examine and/or change to achieve the results that I want?
- If I don't make these changes, how will this impact my job or life?

Positive/Unexpected Feedback

This nicest of feedback can shine a light on strengths or attributes we had forgotten or didn't even realise we had. So what else could we do with it? Ask yourself:

- Why was I surprised to hear this feedback?
- What previous experiences might have caused me to forget or dismiss this strength or ability?
- How will I celebrate this newly discovered attribute or skill?
- How can I use this to improve my life?

Negative/Unexpected Feedback

This feedback can come as a shock and be hard to hear. Rather than shutting down, it's important to be open to improvement and change. Ask yourself:

- What other information do I need to make sense of the feedback?
- What support, training or coaching do I need to deal with the implications?
- What plan can I put in place to make small, achievable short-term changes?
- How will improving this affect other areas of my job or life?



Positive/Expected Feedback

I can celebrate this aspect of myself by...

I can use this skill to improve myself by...

I can use this skill to help others by...

Positive/Unexpected Feedback

I was surprised to hear this feedback because...

I had forgotten or dismissed this strength/ability because...

I will celebrate and use this skill in future by...

Negative/Expected Feedback

I have already taken action to address this concern by...

The effect of doing this has been...

The things I know I still need to examine and/or change are...

The negative impacts of not making the necessary changes will be...

Negative/Unexpected Feedback

The additional information I need to make sense of this feedback is...

The support I need to deal with its implications is...

The small, achievable changes I can start with are...

Improving in this area will positively impact my job or life by...