



## How to Give and Receive Productive Feedback with your Siblings in a Family Business.

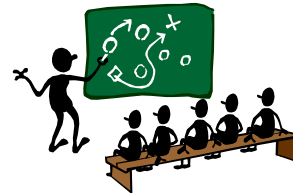
### **Background** (why work on this)

The most successful businesses know that feedback is an important communication tool that allows people to fine-tune their performance and be the most effective business professionals. In family businesses, many times feedback is not given because of the complex nature of family relationships.

We believe strong business professionals learn how to not only give feedback but receive feedback. Both are important skills business professionals need.

### **The Drill**

- Think of an area we want to give someone feedback
- Learn the technique of giving feedback
- Give the feedback
- Keep practicing giving feedback





### **The Inventory**

Feedback is one form of communication. It is generally designed to help people understand their impact on others or improve their performance. When giving feedback it's important that it is given with the right intention. We believe healthy families and strong family business professionals give feedback with the intention of improving the relationship or improving performance.



Communicating to people about things that don't work without the intention of improvement might be called lodging a complaint or simply giving people a piece of your mind. Feedback has a different intention.

### Places to give feedback

- Poor performance - when you see someone performing a way that you think can be done differently.
- Poor impact on you -when someone does something that has a negative impact on you.



### Considerations for giving feedback

**Performance feedback** is important to be given to members of a high performing team. It's important that a team establishes agreements about willingness to give and receive feedback. Giving people performance feedback when you are not their manager or there has been no agreement about giving each other feedback can cause more harm than good.

We encourage our families to have an agreement to be able to give each other performance feedback with the intention of improving overall team performance.

**Impact feedback** can be given in most any relationship and in most any situation. The important thing is to give feedback at the right time and the right place. If we give people feedback when our emotional states are supercharged or their emotional states are supercharged, it no surprise that most feedback will not be productive.

Developing the ability to consistently and effectively give feedback is key skill for building long-term, healthy, high performing teams. Commit yourself and invite your team to be committed to the mastering the skill and practicing it as an ongoing practice.



### **Just DO It.**

### **Giving Feedback Technique**

#### Ask permission

'Joe would you be open to me giving you some feedback about the meeting we just had with the client?'



#### Give context

'I'd like to give you the feedback because I'm committed to the two of us being the best office furniture company in the business. I think when we can give each other feedback it will only improve our performance and help us achieve our goals.'

#### Give feedback

Try to be objective and non-judgmental – open to other interpretations.

'When you walked into the meeting five minutes late and didn't even apologize, I thought it could be construed by the customer as rude. I could be wrong but it looks like she was a little frustrated by your late arrival.'

'I'm not sure if you communicated with her that you were going to be late because I know she didn't communicate that to me.'



'I think in the future it would be great if, when we are late, we take responsibility and make a genuine apology to the client. Ultimately I think we should be on time for meetings.'

Check in

'I hope you don't think I'm being unreasonable. Let me know if you think this feedback is helpful and if there's anything you're willing to do about.'

Make future agreements

'Great thanks for being open to the feedback. So, hearing you correctly, we are making it an agreement to be at meetings on time and, in the situations when we are late, to let others know we're going to be late then apologize when we get there.'

Thanks

'Thanks for being open to feedback. I really believe it's the key to us being the best at what we do.'



### **Receiving Feedback Technique**

Listen and don't interrupt.

Try not to become defensive or emotional

Thank people for having the courage to give you the feedback.

If they didn't give you feedback, you wouldn't know how they were feeling and wouldn't be able to make corrections. Or may end up wondering what happened when they simply left the relationship.

Ask clarifying questions without too much judgmental emotion.

'Can you tell me a little bit more about how you came to that conclusion?'

'What about that made you think that I didn't \_\_\_\_\_?'

'What would you like me to do different in the future?'

Be careful not to defend and justify or start giving them feedback about them.

Simply take the feedback as a gift and try to do something with it.

Thank you again for the feedback.



### **Personal Reflection**

Set aside 15 to 20 minutes to reflect upon where you are in terms of giving and receiving feedback.

When you think about giving feedback, what concerns do you have?

How effective do you think you are giving feedback?

How do you think you can improve your effectiveness?



**PEAK WORKOUT**  
**BUSINESS COACHING**



When you think about receiving feedback, what concerns do you have?

How effective do you think you are receiving feedback?

How do you think you can improve your effectiveness?





**Action Plan – Commitments, Results, Obstacles**

The person I'd like to give feedback to is:

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The thing that I want to give them feedback about is:

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What I plan to say to them is:

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# PEAK WORKOUT

## BUSINESS COACHING



Remember:

Ask permission

Give context

Give the feedback

Make agreements if applicable

Thank them

I plan on giving them the feedback by (date) \_\_\_\_\_