



ART From Ashes inc.

empowering youth through creative expression and personal transformation

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MARSHALL GOLDSMITH FEEDFORWARD TOOL

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The purpose of the FeedForward Tool is to provide employees with suggestions for the future and to help employees achieve a positive change in behaviors selected *by them*. Instead of rehashing a past that cannot be changed – “feedback” – Jon Katzenbach (author of *The Wisdom of Teams* Harvard Business School Press, 1993) and Marshall Goldsmith coined “feedforward” to encourage spending time creating a future. We can change the future; we can’t change the past. Basketball players are taught to envision the ball going in the hoop and to imagine the perfect shot. By giving employees ideas on how to be even more successful, the FeedForward Tool can increase their chances of achieving success.

Successful people like getting ideas that are aimed at helping them achieve their goals and resist negative judgment. We all tend to accept feedback that is consistent with the way we see ourselves. We also tend to reject or deny feedback that is inconsistent with the way we see ourselves. Successful people tend to have a very positive self-image. The FeedForward Tool helps employees think about suggestions for the future and the ideas presented by others without critiquing suggestions or bringing up the past.

GENERAL INSTRUCTIONS

The FeedForward Tool does not provide information that classifies people. There are no good-bad categories and the tool does not rank people in any way. All of the information on the report is derived from their “natural behavioral style.” It is a style that takes the least energy and effort, requires the least amount of concentration, and is usually the most pleasant to the employee. It is the mode that employees normally use to react and is most frequently exhibited outwardly in their behavior.

FOR THE EMPLOYEE

How To Identify Your Style

The FeedForward Tool divides all of the different behavioral styles into four main styles. These styles are not better or worse. Each of the styles has its own advantages and disadvantages. Below you will find an overview of the styles:

D-Style

D-styles are competitive, aggressive, decisive and results-oriented. They prefer to move fast, take risks and get things done now. D-styles also like to be in charge, control and have the power. They like change and challenges.

D-styles can also be impatient, overbearing and even rude. They are often not very good listeners and are prone to make snap decisions. Others may perceive D-styles as somewhat self-centered, demanding, blunt and overly aggressive.

I-Style

I-styles are talkative, sociable, optimistic and lively. They are people-oriented, spontaneous, energetic and enthusiastic. I-styles tend to be positive and good at influencing others.

I-styles can also be inattentive to details, overly talkative and emotional. They may over-promise because they are so optimistic and are eager to be popular. Others may perceive I-styles as somewhat careless, impulsive and lacking follow-up.

S-Style

S-styles are calm, helpful, patient, modest and laid back. They are eager to help, loyal and often make excellent team players. S-styles tend to be patient listeners, trustworthy, and balanced between tasks and people. They are very persistent.

S-styles need stability and security and, therefore, need help with change. They may be too willing to pitch in and at times are taken advantage of. Others may perceive S-styles as too slow, stuck on the status quo, indecisive, stubborn and even quietly resentful.

C-Style

C-styles are precise, logical, matter-of-fact, analytical and careful. They need the data, information and analyses. They are focused on tasks and ensure things get done correctly. C-styles tend to produce high-quality work.

C-styles may also focus too much on the details, becoming nitpicking, slow and losing the big picture. At times they get lost in the analysis, focusing too much on the trees and not the forest. Others may perceive C-styles as too critical, distant, pessimistic, and even cold.

IMPROVING PERFORMANCE

There is no one best style. Each style has advantages and disadvantages. Depending on the style, below are some things you could do to improve performance.

D-Style

Slow down, be more patient. Do not jump to conclusions or snap decisions. Listen to others more. Be more aware of how you impact others. Do not overreact.

I-Style

Talk less, listen more. Do not react emotionally. Do not over promise. Focus more on details. Follow-up.

S-Style

Be more assertive and aggressive. Speak out. Act now, think less. Keep your emotions under control. Do not be afraid of change and new things.

C-Style

Talk more. Decide and take action faster. Do not be afraid to make mistakes. Do not lose the big picture. Accept ambiguity.

WORKING WITH OTHER STYLES

Once you know what your style is, you need to know the *other* person's style in order to make the appropriate adjustments in your style. Below is a helpful checklist.

D-Style

Often appears to be in a hurry. Is direct, says what s/he thinks. May be blunt. States own opinions as facts. Interrupts others. May talk to many people at the same time. "What's the bottom line?" Is aggressive. Is demanding. "How does this benefit ME?" Very impatient. Becomes irritated easily.

I-Style

Is open and friendly. Talks a lot. Gets easily excited. Is animated. Talks about people s/he knows. Does not focus much on details. Does not listen for long. Does not pay close attention. May ask same questions several times. Jumps from subject to subject. Stays away from hard facts.

S-Style

Appears calm. Does not get easily excited. Listens carefully. Nods and goes along. Is easy-going. Asks questions and inquires about the specifics. Seems to have strong opinions but does not express them vocally. Appears thoughtful. Completely new ideas/things seem to make him/her uncomfortable.

C-Style

Appears reserved and somewhat timid. Is quiet. Focuses on details. Asks many questions. Studies specifications and other information carefully. Proceeds cautiously. Doesn't easily express disagreeing views. May have done homework on the topic. May be very critical; criticism based on facts, not opinions.

COMMUNICATION CONSIDERATIONS: DO'S AND DON'TS WITH THE STYLES

Effective communication is critical in all types of interactions. Below you will find a helpful checklist to assist you in improving you effectiveness with the different styles.

Below is a checklist of what to do and what not to do with the different styles:

D-Style

Do:	Don't:
...provide direct answers.	...be emotional.
...be direct and specific.	...dominate.
...provide alternatives.	...go into all the details.
...ensure s/he "wins."	...provide too much information.
...give immediate feedback.	...try to control the situation.
...concentrate on the subject.	...talk too much.
...let him/her speak and listen.	...lose focus.
...focus on issues.	...take issues personally.

...show interest.	
...disagree only on facts.	
...enjoy the debate.	
...act quickly, s/he decides fast.	

I-Style

Do:	Don't:
...maintain positive atmosphere.	...talk about too many details.
...be a friend.	...fail to socialize.
...take time to chat and talk.	...bring up negative issues.
...have fun and act silly.	...fail to have fun.
...let him/her speak.	...set restrictions.
...give recognition.	...be too practical.
...allow him/her to express him/herself.	...be pessimistic.
...be more expressive.	
...be more enthusiastic.	
...focus on the big picture.	
...speak about people and feelings.	
...remember to follow up.	
...move closer.	

S-Style

Do:	Don't:
...proceed in logical order.	...forget your promises.
...slow down your presentation.	...make unexpected changes.
...provide the information he/she needs.	...be unreliable.
...present issues logically.	...forget to provide enough information.
...provide precedents to reduce uncertainty.	...move too fast.
...build trust.	...be impatient.
...focus on people.	

...ask specific questions to find out needs.	
...provide support.	
...remember fairness and justice.	
...secure commitment piece by piece.	
...be sincere, do not dominate.	

C-Style

Do:	Don't:
...listen carefully.	...move too fast.
...utilize written supporting materials.	...move too closely or touch.
...find out the key issues and focus on them.	...talk about personal issues.
...be patient, slow down.	...pressure.
...answer questions calmly and carefully.	...spend too much time with small talk.
...provide facts.	...lose patience providing information.
...give plenty of detailed information.	...expect decisions right away.
...be thorough; remember all relevant information.	
...slow down your presentation.	
...control your own activity.	