

## Feedback Seeking Checklist

Use this checklist to assess your feedback-seeking effectiveness.	
About What?	
	Decide on the <i>goal or focus of interest</i> about which you will seek feedback.
	But be <i>open to feedback</i> on matters not currently on your radar.
How?	
	For feedback seeking via <i>direct inquiry</i> , create a routine question or prompt: <ul style="list-style-type: none"> <li>• How am I doing?</li> <li>• I'd love to hear your view of how things are going in the team.</li> <li>• What input can you give me for how to improve things around here?</li> </ul>
	For feedback seeking via <i>monitoring</i> : <ul style="list-style-type: none"> <li>• Pay attention to patterns and consistency in others' behavior before reading a feedback message.</li> <li>• Beware of over-interpreting or misinterpreting another person's behavior as a feedback message. Check the accuracy of interpretation.</li> </ul>
	For feedback seeking via <i>indirect inquiry</i> : <ul style="list-style-type: none"> <li>• Look for opportunities to stimulate others to talk about your focus of interest.</li> <li>• Ask others' impressions about your focus of interest.</li> <li>• Recognize that this tactic yields less accurate information than direct inquiry and carries none of the symbolic benefits.</li> </ul>
When?	
	<i>Close to events</i> where your behaviors of interest are most on display, for example, directly after a speech, a retreat you have run, or a difficult conversation you have held.
	<i>As part of your routine</i> , such as during the opening to weekly staff meetings or during one-on-one meetings with key staff members.
	When your seeking is most <i>visible to others</i> —so you can gain symbolic benefit (showing that you care and are open) and can serve as a role model to others.
From Whom?	
	Think <i>beyond the boss</i> . Seek feedback from: <ul style="list-style-type: none"> <li>• Direct reports—the people you most hope will see leadership qualities in you.</li> <li>• Peers working with you on projects—they might contribute to your formal performance review, and any one of them might become your boss.</li> </ul>
	Seek <i>broadly</i> —it leads to new ideas and approaches. You could seek feedback from: <ul style="list-style-type: none"> <li>• Customers</li> <li>• Peers or mentors in your network who might not interact with you on a day-to-day basis</li> <li>• Managers at your level in other organizations.</li> </ul>

Source: Ashford, S.J. (2013). Proactive feedback seeking: The power of seeing yourself as others see you. In *Experience-Driven Leader Development: Models, Tools, Best Practices, and Advice*. San Francisco, CA: Wiley.

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