JOHARI WINDOW

	known to self	not known to self
known to others	ARENA	BLIND SPOT
not known to others	FACADE	UNKNOWN

FEEDBACK GIVING & ACCEPTING

FEEDBACK GIVING

● **GIVEN ON REQUEST**
Feedback is effective when it is given on request. Both ends should agree with feedback giving.

● **THE RIGHT TIME AND PLACE**
Feedback giving needs at least basic privacy and adequate time – it should never be given in a hurry.

● **DESCRIPTION NOT EVALUATION**
Feedback describes what a person has done or said, it does not evaluate if it is right or wrong.

● **BE CONCRFETE, NOT GENERAL**
Concrete observed situation should be described, feedback does not generalise form the particular situation.

● **CONSEQUENCES**
Feedback summaries all reactions of the people involved and/or consequences of a person's behaviour in the given situation.

● **BALANCE**
Positives and negatives should be in balance.

FEEDBACK ACCEPTING

● **LISTEN ACTIVELY**
It is important to listen carefully and remember (even take notes) the information.

● **MAKE SURE YOU UNDERSTAND**
Open questions or asking for more examples can help you to clarify unclear and vague information.

● **DO NOT DEFEND YOURSELF**
There is no need to explain why you have done certain thing the way you have.

● **TAKE TIME FOR EVALUATION**
It is important to take enough time to think about the information and analyse critically which areas are to be changed and why.

● **SAY "THANK YOU"**
Honest and well-given feedback is a useful gift that deserves acknowledgement, even if negatives prevailed.