MODULE OVERVIEW

Receiving feedback: Hear it, use it, and ask for it

Adaptive module | ~20 min

Receiving feedback can be learned too, and this is where it matters most: 15 years of research at Harvard show that the best feedback changes nothing when the person receiving it cannot hear it. This module follows the three stages of receiving feedback: taking it in without justifying yourself, separating facts from opinions, then seeking out feedback yourself with three short questions.

LEARNING OBJECTIVES

01 Choose the timing of feedback you receive: say when it isn't the right time, and move it to a one-on-one if it is given in a group.

02 Identify which of the 3 triggers is at work in you (truth, relationship, or identity) to regain control of your inner dialogue.

03 Distinguish appreciation, coaching, and evaluation, separate facts from opinions, then make a mature decision about what you will and won't do.

04 Ask for feedback with three questions (Keep, Stop, Start) to shrink your blind spot.

WHO IT'S FOR

Anyone who wants to get the most out of feedback, even when it's hard to hear, and learn to ask for it.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

In a one-on-one meeting, Rui's manager, Martine, begins: "In your report on Monday, three figures for the Eastern region were wrong, and I presented them to the committee…" Rui knows these errors come from data received late. Martine hasn't finished speaking. What does Rui do?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- 3 triggers of resistance: truth, relationship, identity (Stone & Heen)
- 3 types of feedback: appreciation, coaching, evaluation (Stone & Heen)
- Receiving feedback in 3 ways (receive calmly, turn it into learning, ask for it) – drawn from Afthonios coaching practice
- The Johari window (Luft & Ingham)

SOURCES & REFERENCES

- Douglas Stone & Sheila Heen (Harvard Negotiation Project), Thanks for the Feedback, Viking, 2014
- Joseph Luft & Harrington Ingham, 1955 (University of California): the Johari window
- Marshall Rosenberg: Nonviolent Communication
- Gallup (2023, updated 2026) – useful, regular feedback, linked to engagement

Module created by Afthonios.com.

Content reviewed on 21 October 2026