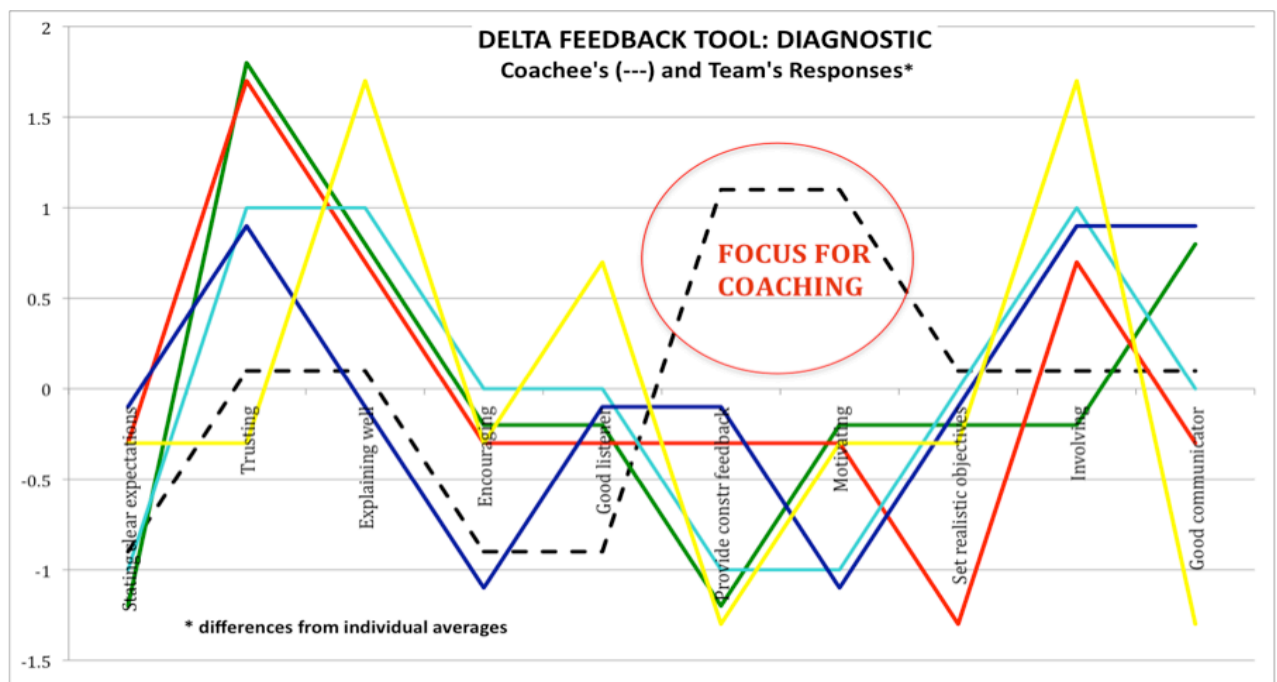


**DELTA FEEDBACK TOOL©**

The Delta Feedback Tool© enables a manager to receive direct and candid feedback on himself from his direct reports in a simple way that removes bias – the fact that some people will tend to report generously and others not, for whatever reason. Data is collected by completion of a very simple scorecard questionnaire which lists characteristics thought by the manager to be relevant and asking respondents to rank the manager 1 – 10 against each characteristic. The bias element is addressed by calculating an average for that respondent across all characteristics, and show the differences (or *deltas*) between that respondent's average and her rankings for each characteristic. The manager also ranks himself. This is an example of a questionnaire:

How I see myself (1 low - 10 high)	CHARACTERISTIC	How others see me (1 low - 10 high)
	Stating clear expectations	
	Trusting	
	Explaining well	
	Encouraging	
	Good listener	
	Provides constructive feedback	
	Motivating	
	Sets clear objectives	
	Involving	
	Good communicator	

Anonymity can be preserved by getting a third party to administer and process the data. This will generate a graphical display which might look like this:



The punch-line is in focusing on those characteristics where the manager thinks he doing a good job, but where his team doesn't – his blind spots. In this example, they are Providing Constructive Feedback and Motivating. A good basis for some New Year Resolutions.