

# Feedback

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Puurs

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# Wim Audenaert, PhD

- Mede-oprichter en CEO van AM-Team
- Master en doctoraat aan UGent





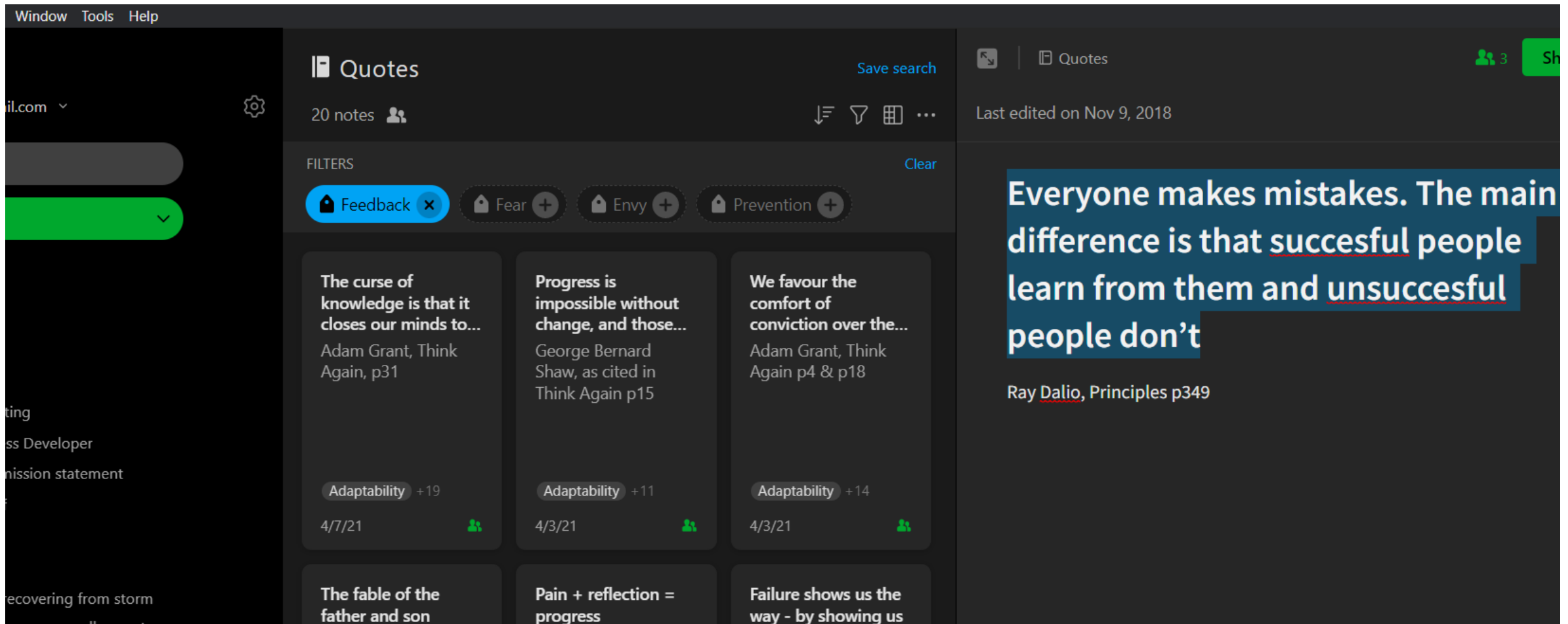
# Voor we starten

# Waar aan denk spontaan je als je het woord 'feedback' hoort?



# Waarom deze keynote over feedback?

# Een van mijn kernwaardes is 'strive for personal excellence'



The screenshot shows a Notion workspace with a 'Quotes' page. The page has a dark theme and a sidebar on the left. The main content area displays a list of quotes with filters for 'Feedback', 'Fear', 'Envy', and 'Prevention'. The first three quotes are visible, each with a date and a green icon. The fourth quote is highlighted with a blue background and white text:

**Everyone makes mistakes. The main difference is that successful people learn from them and unsuccessful people don't**

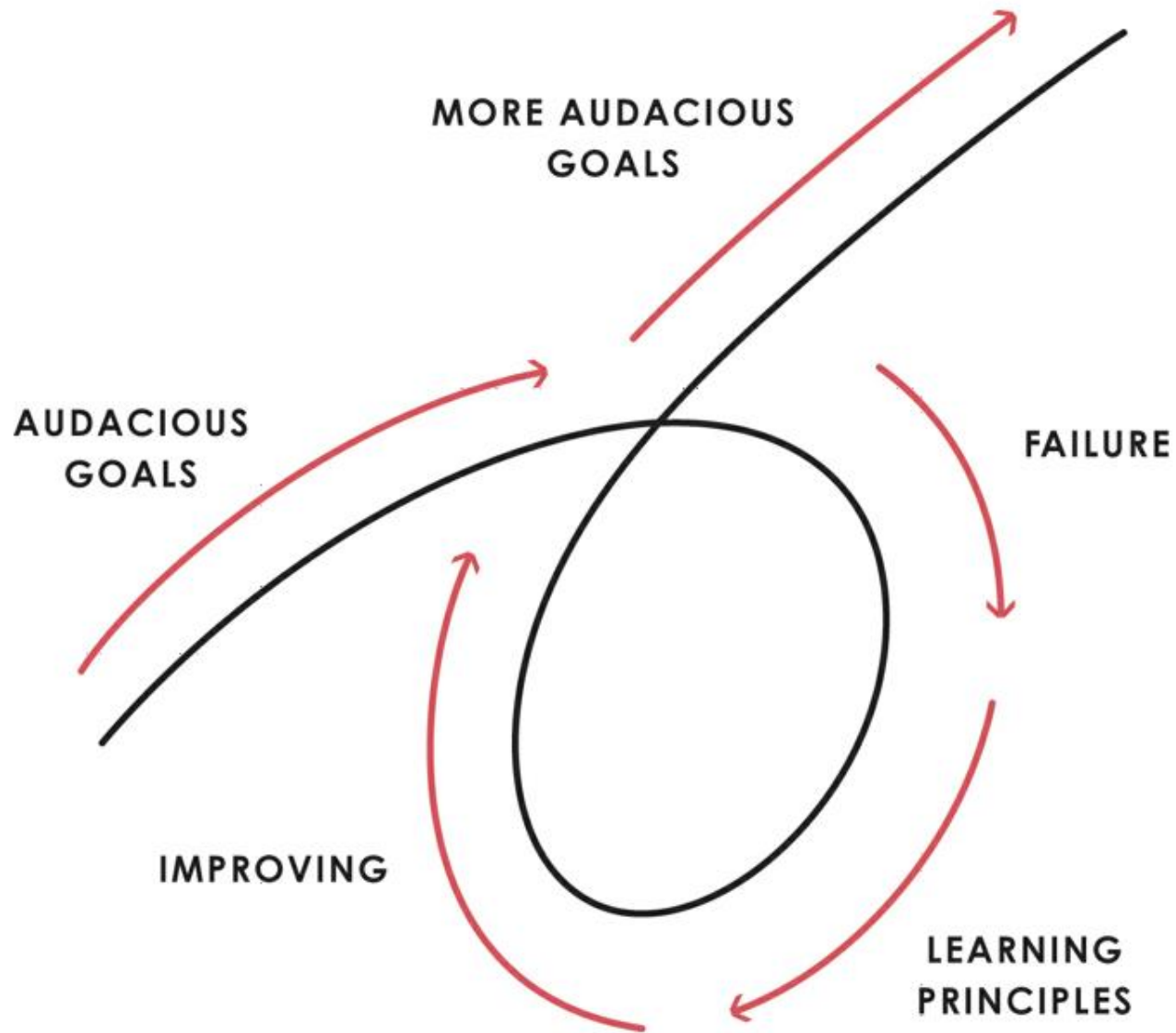
Ray Dalio, Principles p349

# Een van mijn kernwaardes is 'strive for personal excellence'



**PAIN + REFLECTION**  
**= PROGRESS**





Everyone makes mistakes.  
The main difference is that  
successful people learn  
from them and unsuccessful  
people don't

Ray Dalio  
Principles, p349

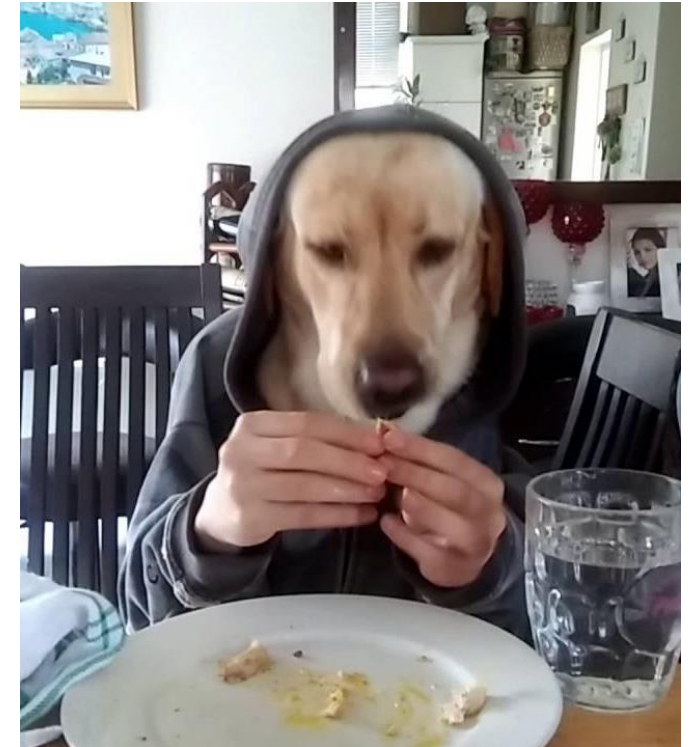


# Deel 1: Theorie

# Waarom is feedback belangrijk?

## Feedback is the champion's breakfast

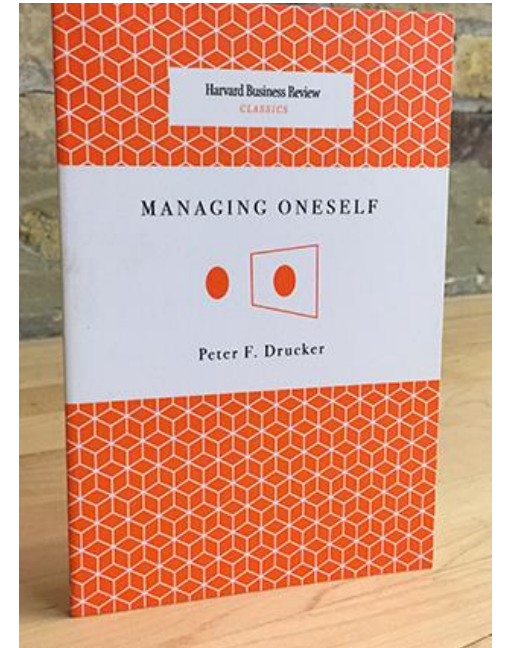
Ken Blanchard



We zijn zo vaak fout – dus feedback is essentieel

*"Most people think they know what they are good at. They are usually wrong. More often people know what they are NOT good at - and even then more people are wrong than right.*

*And yet, a person can perform only from strength. One cannot build performance on weakness, let alone something one can not do at all."*



## Feedback is zoals onkruid wieden



Als het o zo belangrijk is, waarom  
zijn we er dan zo slecht in?

# De fabel van de vader en zoon met de ezel





# De fabel van de vader en zoon met de ezel

Een vader met zijn zoon waren op tocht met hun ezel.

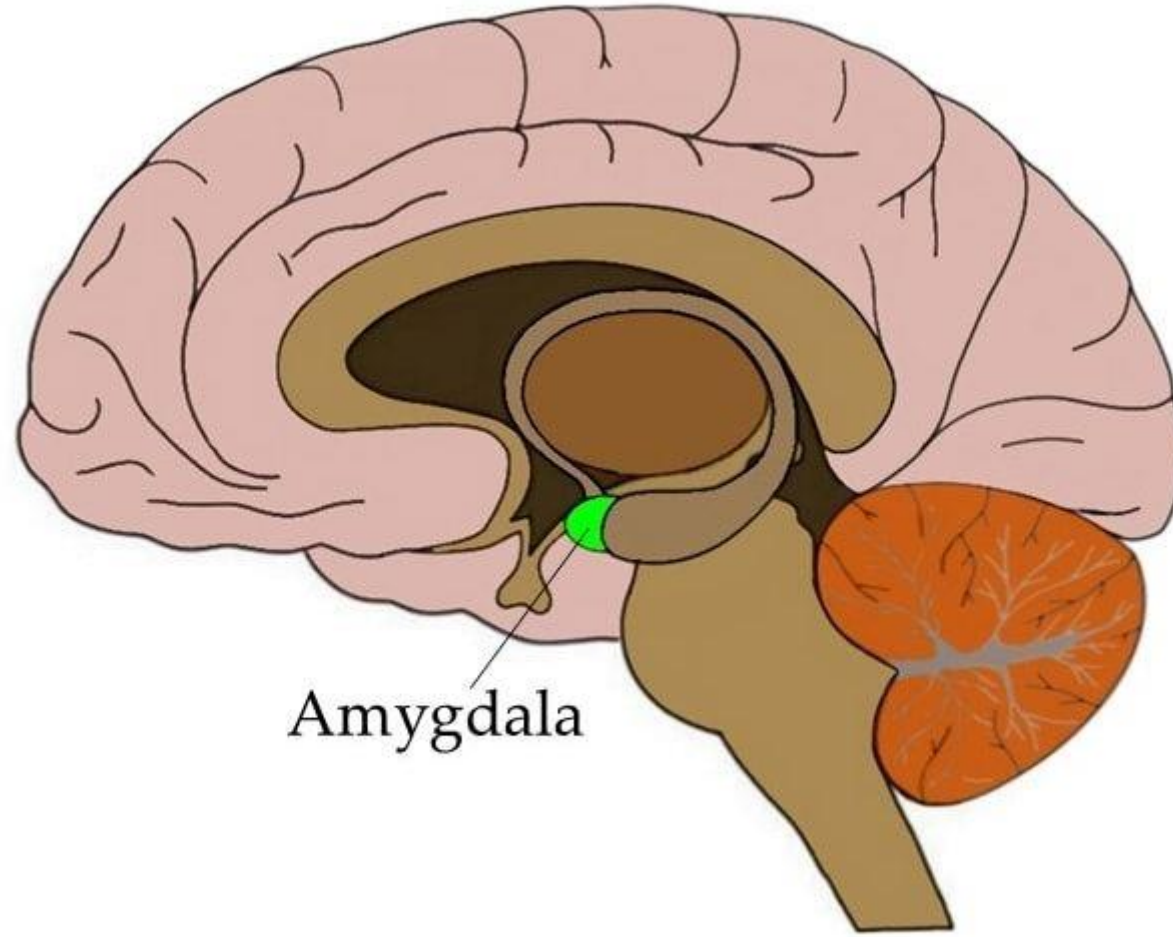
Wanneer vader op de ezel zat en zijn zoon liet wandelen, kregen ze kritiek.

Ze kregen ook kritiek wanneer de zoon op de ezel zat en zijn vader liet wandelen, of wanneer ze er beiden op zaten of er niemand op zat.

Uiteindelijk besloten ze de ezel van een brug te gooien.

**STA ER BIJ STIL DAT,  
HOEWEL DE MEESTE MENSEN  
COMPLIMENTEN VERKIEZEN,  
ACCURATE KRITIEK  
WAARDEVOLLER IS**

# Het probleem: de 'fight or flight response'



- De pijnbarrière
  - Gevoel van persoonlijke inefficiëntie
    - Omg, ik doe dit al zo lang...
  - Emotionele pijn (persoonlijk)

*Daniel Coyle, The Culture code p166*

■ De baasbarrière...

■ De persoonlijkheidsbarrière

■ De cultuurbarrière

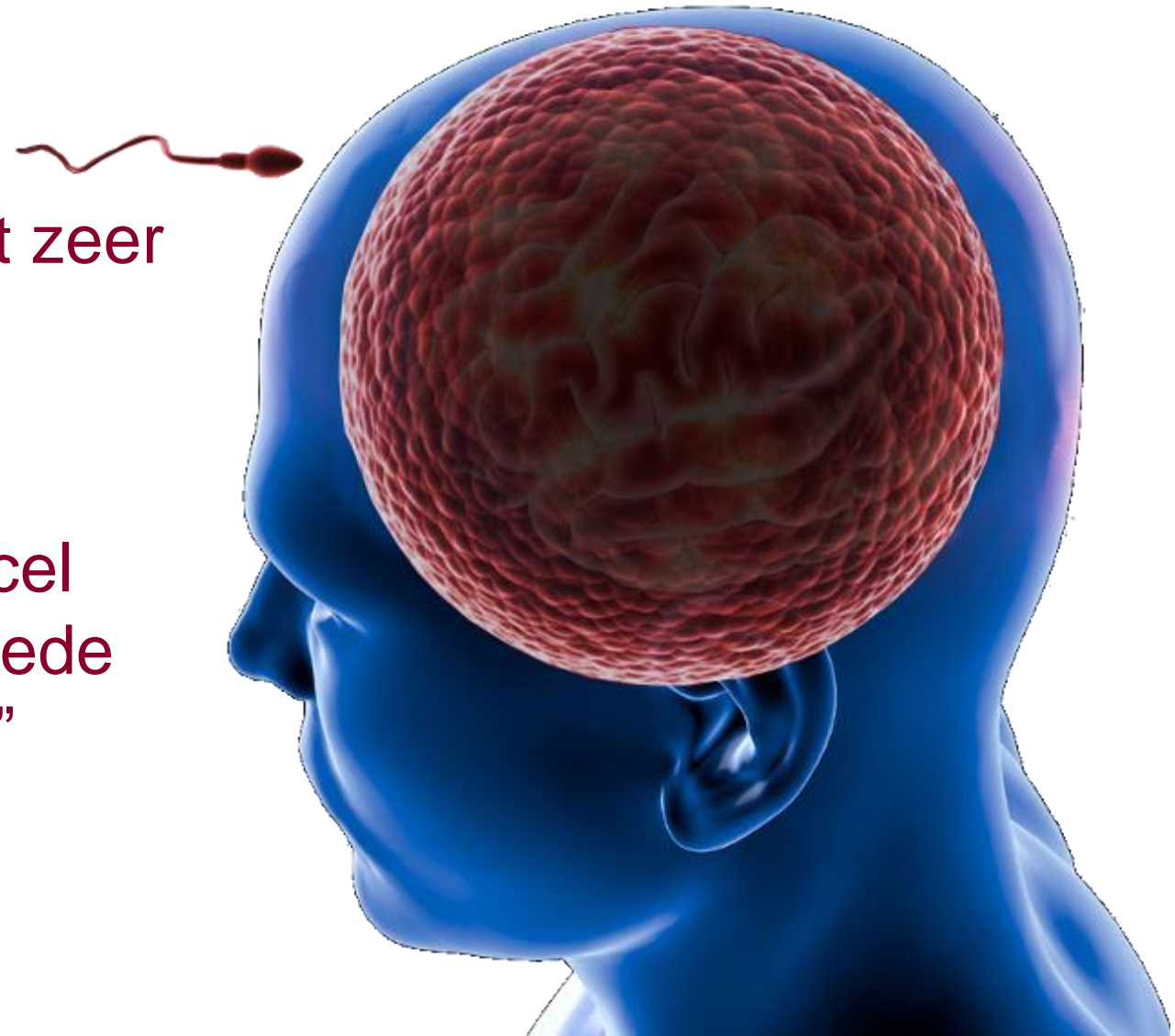
■ De 'resistance to change' barrier

# Resistance to change barrier

“Het menselijk brein werkt zeer analoog als een eicel:

Wanneer één spermacel binnengeraakt, sluit de eicel automatisch af. Geen tweede zaadcel geraakt er nog in”

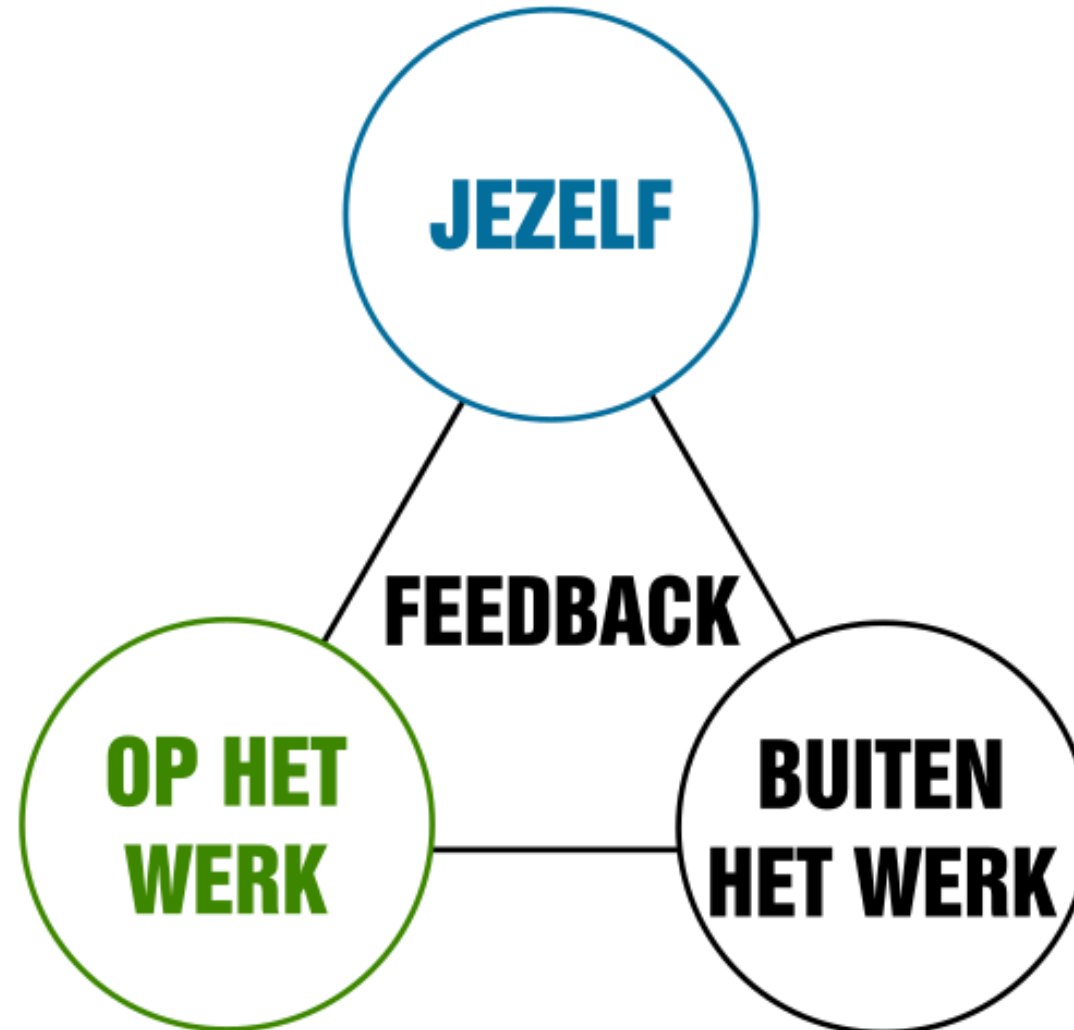
*Charles T. Munger*





# Deel 2: Praktijk

# Feedback: belangrijk op diverse fronten

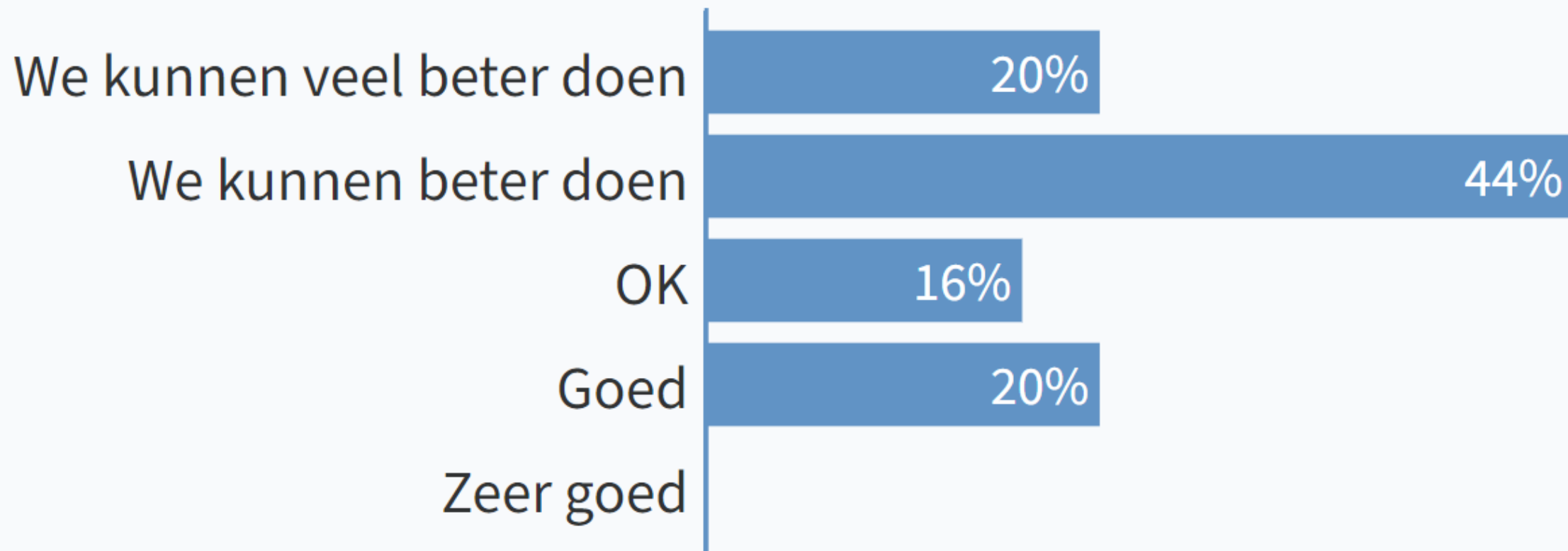




**OP HET  
WERK**



## Hoe scoor je de feedback cultuur op jouw werkplek?



We don't  
settle but  
keep stirring.



“Defy the gravitational pull of organisational mediocrity”

Richard Teslow

- We are always curious and eager to learn: we want to continuously develop ourselves intellectually
- We're on a continuous learning journey: we build in learning in our daily work and habits
- There's no such thing like failure, but only learning: we learn from our mistakes, pain+ reflection = progress; we tolerate mistakes, but don't tolerate not learning from them
- We create room for learning: all team members get ample time to devote to learning and developing skills

#### Examples from practice

- We read or listen to books, podcasts, videos, ... as they contain wisdom; we stimulate each other to do so; the company has a library and buys books for team members
- We track personal development in personal development cards (PDCs)
- Team members are challenged in projects by taking up tasks that require training-on-the-job. For example, when Roberta started working on kinetic modelling, she also contributed to CFD projects.
- Team members get the freedom to develop/train skills. For example, team members are sent books regularly as a gift.

A team is so  
much more  
than a bunch of  
individuals



“It is amazing what you can accomplish if you do not care who gets the credit” – Harry Truman

- We are in sync: keeping everyone proactively up to speed or “in sync” is crucial for a team; this avoids unnecessary overhead emails and makes the machine more efficient; it also is very effective for a team with remote members. And it creates transparency and trust.
- We apply radical candor: We embrace the discomfort of confronting unpleasant truths. It is important to give constructive feedback on both positive/negative issues as soon as possible.
- Our aim is to have everyone in a winning position: we openly discuss strengths and weaknesses of team members; such an environment builds trust and a stronger team because no one holds anything back and everyone constantly improves. And it creates synergy.
- Empowerment: the burden of tasks can be effectively shared among team members and optimised. We take up tasks spontaneously.
- AM-TEAM is ego free and humility rich: we always put the team before the individual; when the team wins, everyone wins; we do not hire and tolerate egocentric behavior. People don't have to brag about achievements nor have to beg for credit.
- “Dwelling and complaining while not taking action is a fundamentally broken strategy” (Gary Vaynerchuck) – we take ownership: we identify the problems, discuss them openly, and find solutions
- Our minds are open: we are always open to different points of view and see that as an opportunity to strengthen our own vision and be more accurate.
- There are windows everywhere: we are completely transparent and keep the team in sync, we never hold back anything
- We know that people are wired very differently: all personalities are different; we strive for a complementary team and listen to/respect different opinions; we strive for the best of all worlds
- We play in the same team: We always help each other and the team in order to reach our common goals; we go the extra mile for one another

#### Examples from practice

- The Prosync Slack channels keep everyone in sync very efficiently and transparently
- We are flexible and help out when emergency occurs. For example, Cilia helped Hossein with finding an apartment.
- PDC and AM-TEAM cards are openly shared among the entire team (including those of the C-dudes)
- We have regular feedback moments for team members; we share feedback on the spot. We have a quarterly feedback questionnaire to evaluate the company.

**M TEAM**  
Modelling for process optimisation

Openheid rond feedback  
en persoonlijkheden

# W se kee

- We are alw intellectuall
- We're on a
- There's no reflection =
- We create | developing

## Examples from

- We reat other tc
- We trac
- Team rr  
For exa  
CFD prc
- Team rr  
books r

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- Geen trukendoos – transparantie
  - “Geef eerst positieve en dan negatieve feedback”
  - “Denk na over de volgorde”
  - “Wik je woorden”
  - ...
  
- **We geven directe feedback omdat we elkaar vooruit willen helpen**

# AM-Team cards

General / ... / HR / Team dir

Edited Feb 22  +9 Share  

▼ Card view of whole team

 Table  gallery view


## DB Team Directory






 Wim Audenaert

## Strengths

- **High level thinking and vision:** sees the forest, less the trees. Connects dots. Is hence able to develop vision. He also sticks to his own personal values and vision. Wim is futuristic and also consumes massive amounts of books, content,  to feed his vision.
- **Making people buy in:** has a distinct energizing personality while paying a lot of attention to how others feel in his presence. This likeability factor, together with the awareness gives him selling and persuasion power. Wim can get people on board for his ideas.
- **Teaching:** can explain complex matter in a simple way and make valuable analyse
- **Writing:** almost effortless blogging and copywriting
- **Tough decision making:** is performance driven, competitive and very goal oriented. remove roadblocks seemingly 'cold-hearted' if it serves the goal. This strength is associated with an emotional weakness (below)

## Weaknesses

- **Impatience:** has a tendency to go fast, leading to risks associated with fast decision making and changing direction too fast. By default, he is a reactive person with very low tolerance to bad performance. However, during the last 5 years, he works on pausing before acting.
- **Poor handling of emotions and relationships:** Wim is not a champion at handling emotions of other people. He will tend to offer rational solutions, while forgetting emotional support. He is spontaneously investing time in human relationships. By default, he is not the best at feedback, he is at unease while receiving it.
- **Navigation and spatial performance:** it is almost impossible for Wim to not get lost, even with . He is also unable to make spatial imagination (e.g. imagining a rotating cuboid)



# Some tools

Co-founder



## STRENGTHEN

- 1. Futuristic
- 2. Learner
- 3. Achiever
- 4. Arranger
- 5. Focus

## NAVIGATE

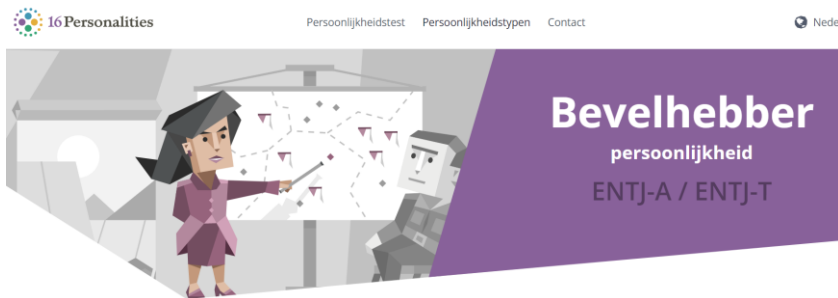
- 11. Activator
- 12. Communication
- 13. Developer
- 14. Belief
- 15. Significance

You lead with **Executing** CliftonStrengths themes.

■ **EXECUTING** themes help you make things happen.

■ **INFLUENCING** themes help

## ■ MBTI (16 personalities)



## STRENGTHEN

- 1. Competition
- 2. Learner
- 3. Futuristic
- 4. Strategic
- 5. Ideation
- 6. Achiever
- 7. Responsibility
- 8. Activator
- 9. Focus
- 10. Input

- 25. Positivity
- 26. Developer
- 27. Discipline
- 28. Deliberative
- 29. Connectedness
- 30. Includer
- 31. Consistency
- 32. Harmony
- 33. Empathy
- 34. Adaptability

You lead with **Strategic Thinking** CliftonStrengths themes.

■ **EXECUTING** themes help you make things happen.

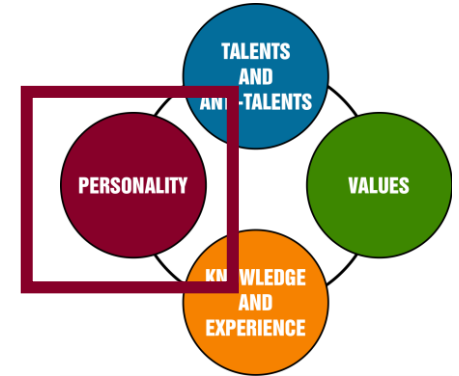
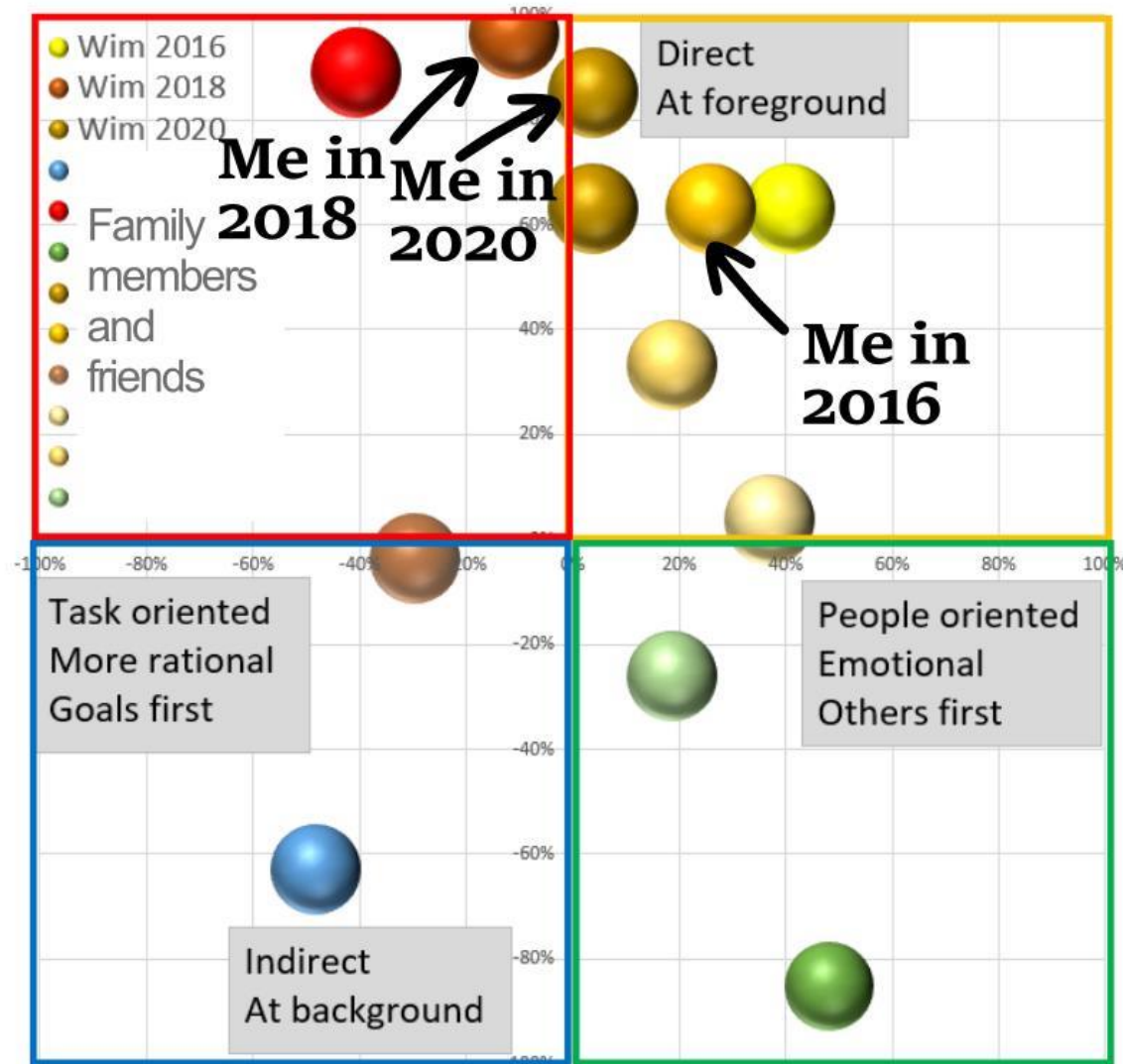
■ **INFLUENCING** themes help you take charge, speak up and make sure others are heard.

■ **RELATIONSHIP BUILDING** themes help you build strong relationships that hold a team together.

■ **STRATEGIC THINKING** themes help you absorb and analyze information that informs better decisions.

## ■ Clifton strenghts

# Insights (rood-geel-blauw-groen)





# Naast 'continue feedback', een officiële forum voor feedback

## ■ 'PDC meeting'



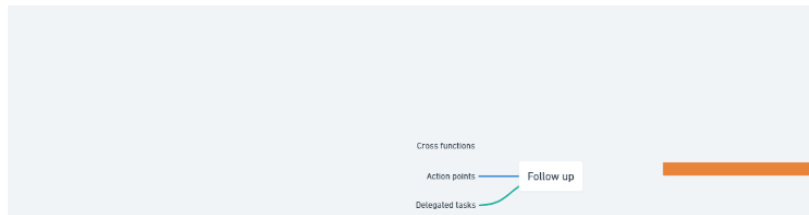
Add cover

### PDC & feedback action zone

2 backlinks

▶ Video showing the way the PDC system works

▶ Technical levels descriptions PDC



Feedback from [redacted] to company:

-Initially we said you'll get coaching in management. But to date not much happened. Eg also practical things eg access to quarterly surveys etc. Maybe checklist?

-Needs more input on company targets, sales targets, to do job properly. By next year would be good to have more clarity or that, eg before making marketing budget.

Feedback from [redacted] to Wim:

-Positive energy is definitely a big asset for many people in the company  
-Can always provide more clarity. Eg 'what

### 3. Feedback zone

- ▶ Video on how to set access restrictions in feedback DBs
- ▶ Marketing feedback DB
- ▼ Sales feedback DB

Table

#### DB feedback sales

entry date	team member	FB given	Exec member	Response to FB	date
2022-05-13	Alejandro Claro Barreto	- happy about performance; A	Ingmar Nopens		May 13, 2022
2022-02-11	Alejandro Claro Barreto	FB from Wim: Strong points: -e	Wim Audenaert	'good observer' :-)	February 11, 2022
2022-02-11	Alejandro Claro Barreto	FB from Alejandro: Onboarding	Wim Audenaert	Wim will take action wrt pdc	February 11, 2022
2022-02-03	Cilia De Wilde	How do you feel in your curre	Wim Audenaert	Cilia welcomes feedback and m	
2022-01-27	Sara Besseghir	FB Sara to Wim / AM-Team Hc	Wim Audenaert	Wim understands all of the poi	January 27, 2022
2022-01-27	Sara Besseghir	Feedback from Wim to Sara M	Wim Audenaert	Sara is very open for feedback,	

## Barrières van feedback

Nog meer na  
een moeilijke  
periode

### ■ De pijnbarrière *Daniel Coyle, The Culture code p166*

#### ■ Gevoel van persoonlijke inefficiëntie

- Omg, ik doe dit al zo lang...

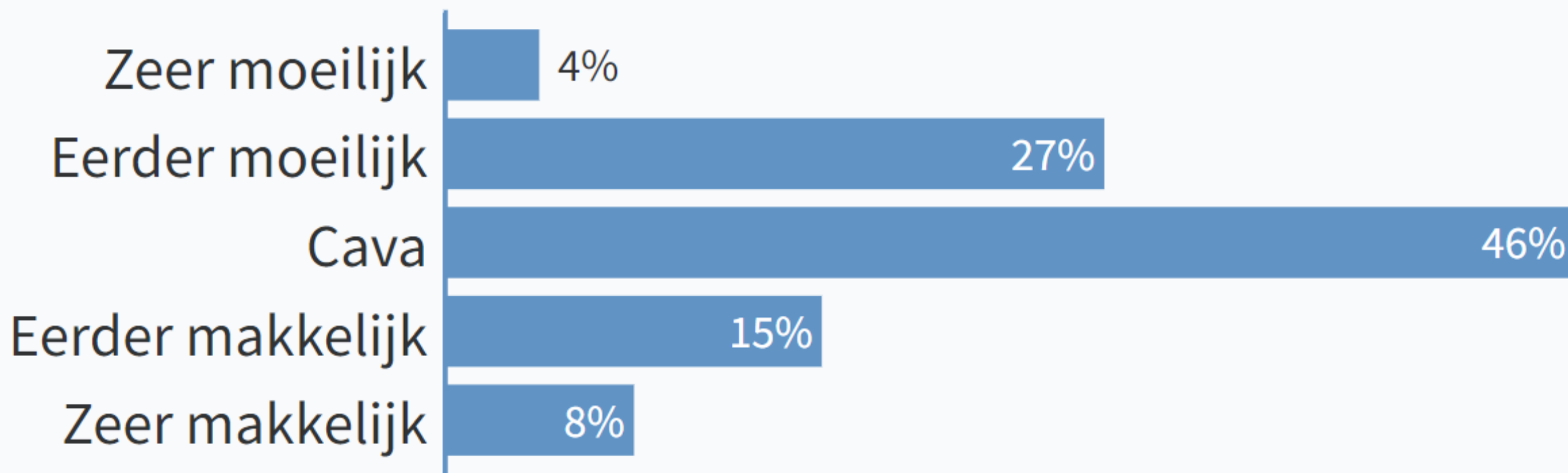
#### ■ Emotionele pijn (persoonlijk)

### ■ De baasbarrière...

### ■ De persoonlijkheidsbarrière

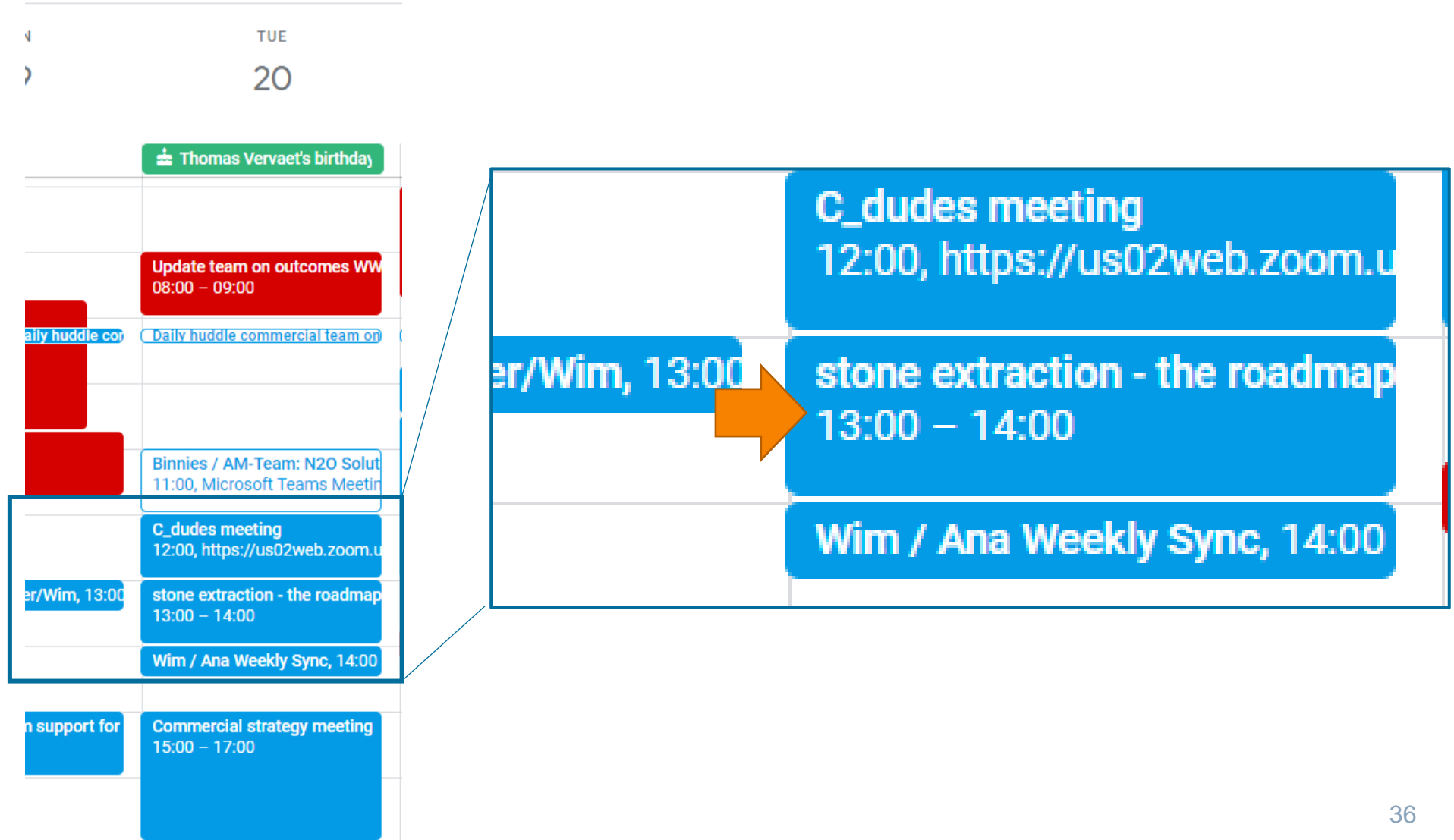


## Hoe makkelijk is het om feedback aan je leidinggevende te geven?



# Laat geen wonden genezen met stenen erin

September 2022





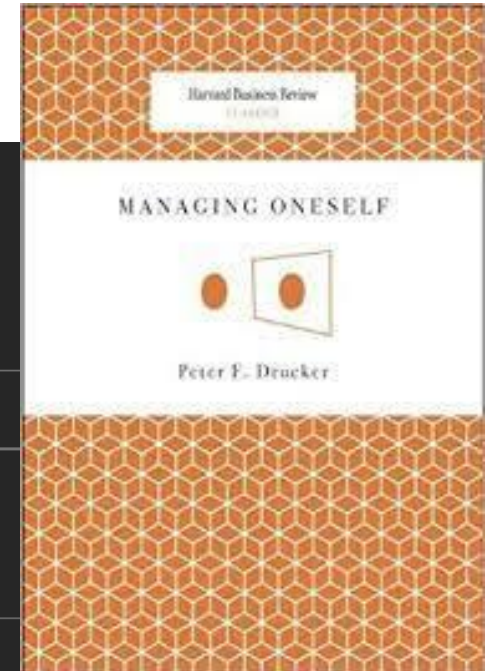
**JEZELF**

■ The only way to accurately assess yourself

## 1-Feedback analysis + pain

### FEEDBACK ANALYSIS

Decision	Date	Reasoning (principles used)	Outcome
I decided to buy .com domain for AM-TEAM, after negotiation with Ukrainian owner. Paid 400 EUR	Nov 2016	Belief that .be domain will be less powerful, given the international ambitions and potential of AM-TEAM.	Hugely positive decision.
I co-founded AM-TEAM	Jan 2017	I am the person able to lead a company to succes, and I am very good at marketing and selling. I believe I can create a	



**20190614**

Eergisteren voor het eerst AM-TEAM LinkedIn Ads beginnen lanceren, als experiment. Ik wil in juni wat voeling krijgen met dit, en wat info opdoen, dat ik kan gebruiken voor uitwerken marketingstrategie in juli en augustus. Bedoeling is

**20220814-Ups&Downs**

Ik zit nu op vlucht naar Las Vegas voor IOA conferentie, waar ik meermaals moet presenteren. Ik voel me met momenten nog angstig. Op momenten, soms ineens tijdens slapen, kijken van een film, spelen met kids, ... kan ik ineens panikeren uit het niets. (Geen weggevoel hebben zijn er nog onverwachte keuzes, en heb ik me niet

# Yearly reflection (Ferriss) (ga door elke week van het voorbije jaar)

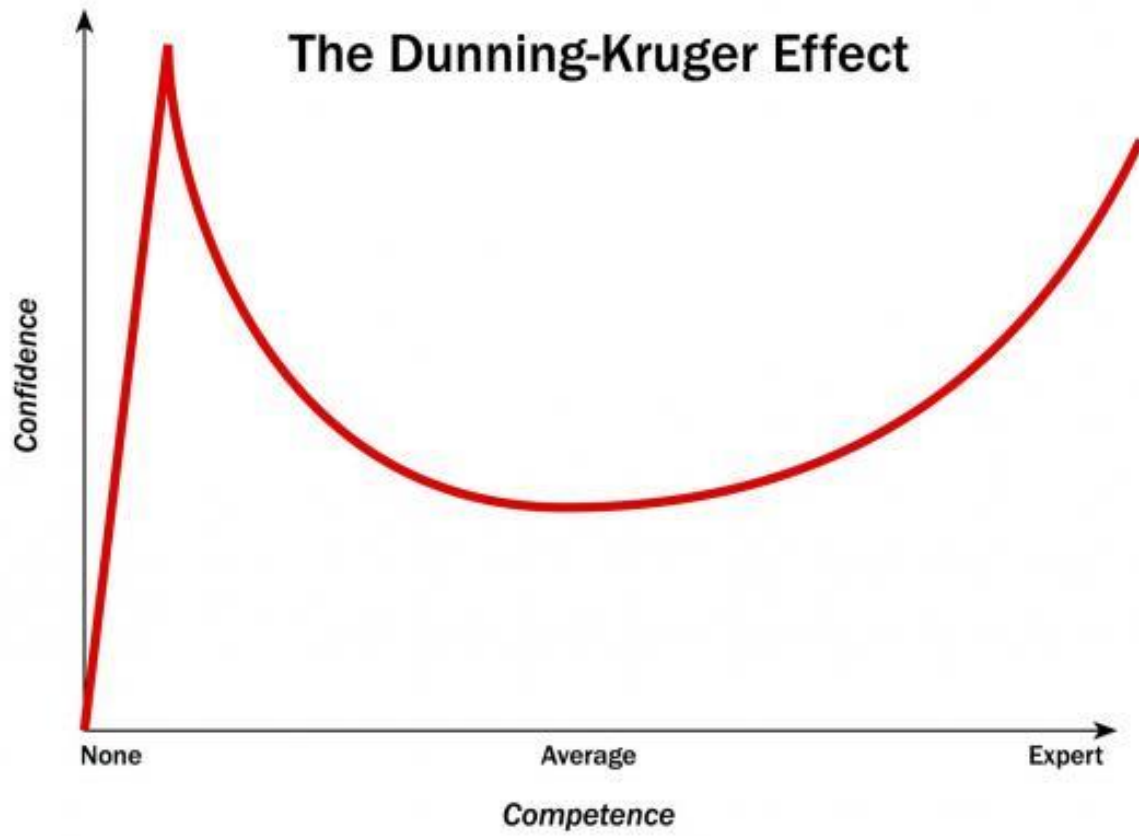
1. Wat blijven doen?
2. Wat meer doen?
3. Waarmee stoppen of verminderen?

## 2018 review

Do this exercise at the end of every year: go through every week of past year and list the moments/activities/persons that gave very positive or negative feelings. Then make actions and put them on the recurring personal task list.

Positive	Keep doing lesson 2019	Negative
Feedback moment Usman early 2018	Keep providing honest, direct feedback!	Interactions ██████████ (time and energy but no outcc
Interact with innovative clients such as PWNT and	Direct marketing	Thinking about pharma business w/







**BUITEN  
HET WERK**

■ ■ Hoewel ik zeer goed ben in feedback geven, heb ik het zeer moeilijk met feedback richting familie.....

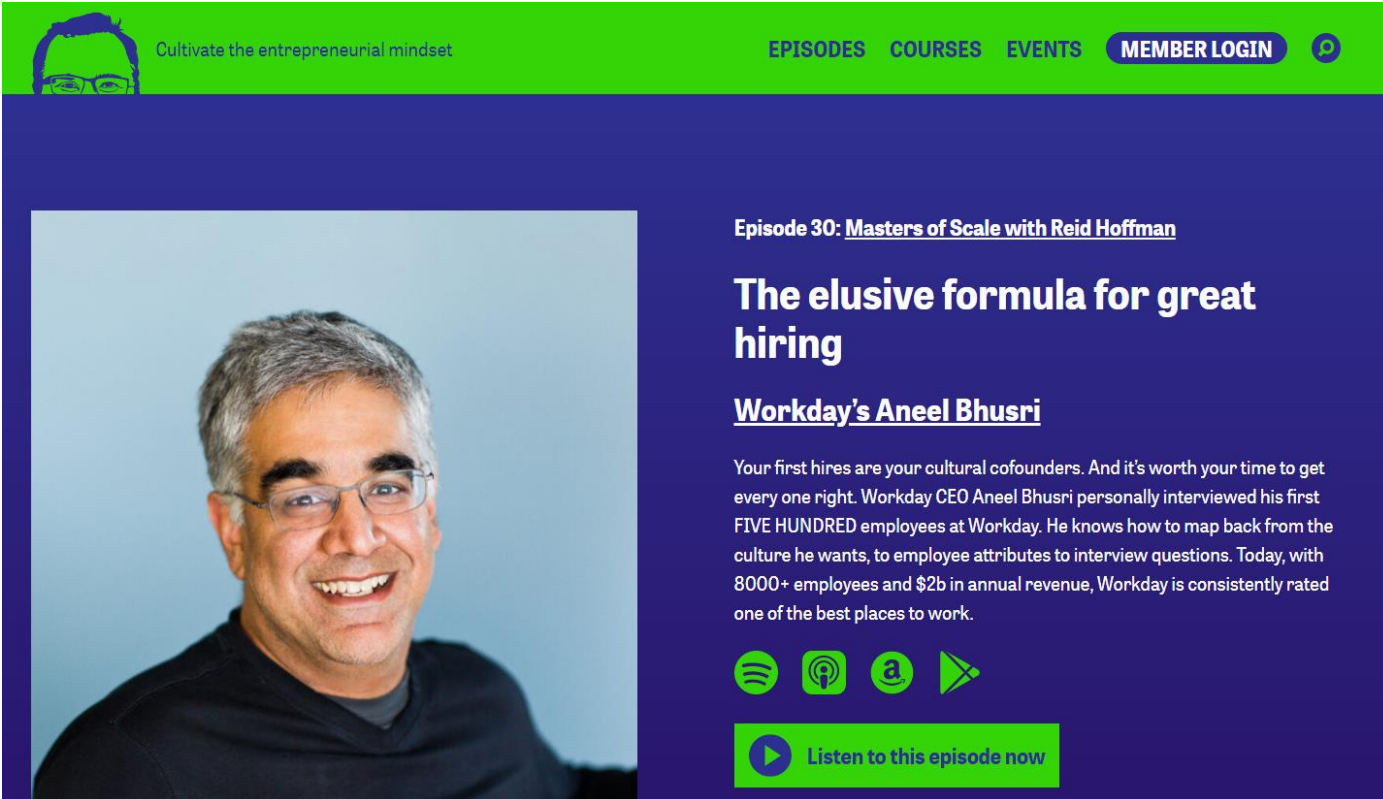
■ ■ De familiebarrière

‘Ik vind het leuk,  
ik vind het niet  
leuk spel’





# Interesting resources



Cultivate the entrepreneurial mindset


EPISODES COURSES EVENTS MEMBER LOGIN


Episode 30: Masters of Scale with Reid Hoffman

## The elusive formula for great hiring

### Workday's Aneel Bhusri

Your first hires are your cultural cofounders. And it's worth your time to get every one right. Workday CEO Aneel Bhusri personally interviewed his first FIVE HUNDRED employees at Workday. He knows how to map back from the culture he wants, to employee attributes to interview questions. Today, with 8000+ employees and \$2b in annual revenue, Workday is consistently rated one of the best places to work.



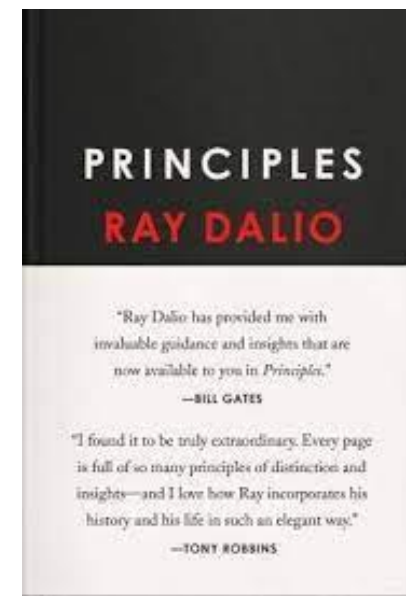
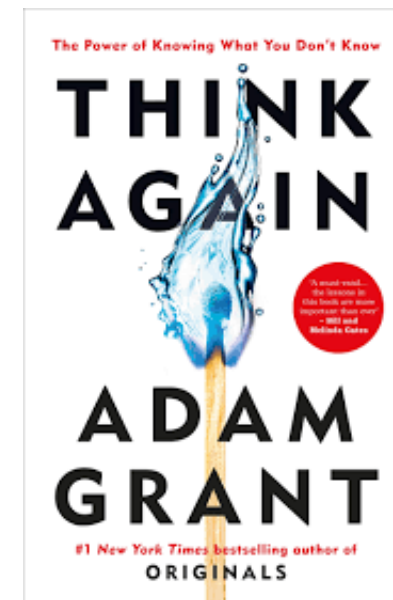
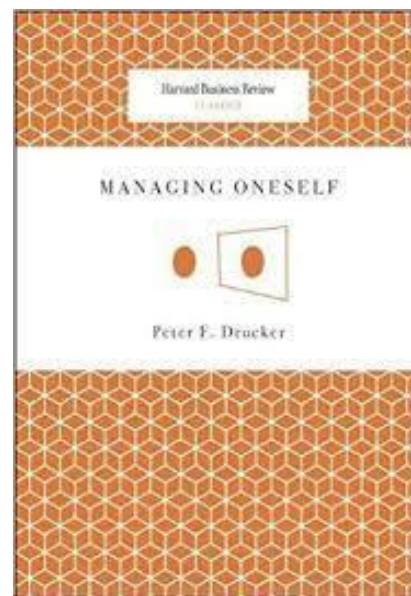
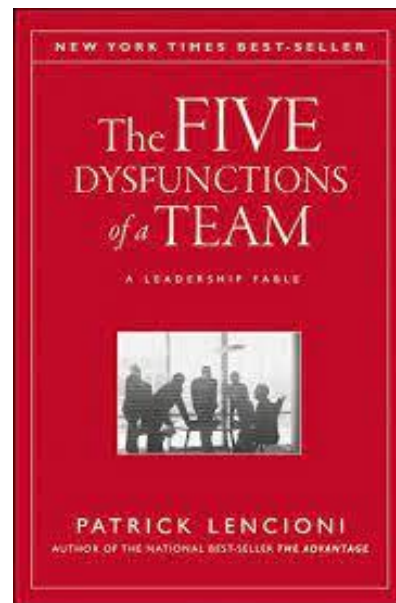
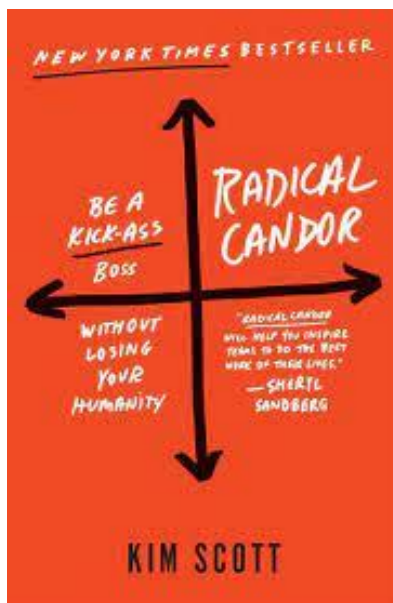
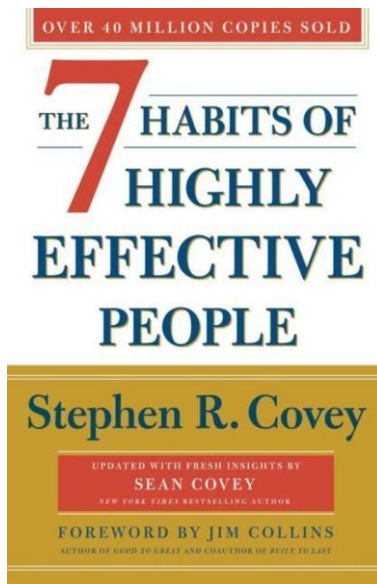
 Listen to this episode now

**HOFFMAN:** That's the unmistakable voice of Arianna Huffington, the CEO and founder of Thrive Global. Arianna now draws a direct line between the culture she wants and the cultural values she looks for when hiring.

**HUFFINGTON:** A thriving culture is essential for the business and the bottom line. It's not a "nice to have," it's foundational. Having two culture interviews that we do now and having a clear sense of: what are the cultural values that this candidate has to match? The most important, ironically, and the one that I have realized is the hardest to teach, is directness. Our number one cultural value at Thrive is compassionate directness, which means being able to have tough conversations, being able to disagree – including with managers and executives of every rank – and being able to speak out when you are upset about something, when you have a complaint.

**HOFFMAN:** How do you screen for directness? The same way you screen for most cultural attributes: indirectly.

**HUFFINGTON:** We ask people to give us an example of when they had to have a tough



# Vragen, of ook interesse in een lezing?

## Keynote topics:

- Het belang van jezelf te kennen, en hoe begin je eraan?
- De belangrijkste psychologische principes die je best kent
- Work/life balance en de tools die je kunnen helpen
- Feedback

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