



## *The Value of Feedback*

By Bruce Dingman

If a firm wants to maximize its potential, it needs feedback from its constituencies. The same is true of a leader. The Donald Trump style may seem successful, but the reality is it would be much more successful if feedback was sought and accepted. Taking corrective action to one's plans, leadership style, or even one's persona, not only makes one more effective but it can also have the advantage of developing buy-in from others so they are more motivated to achieve the desired results.

When we're interviewing candidates (shhhh...don't tell the people we're going to be interviewing!!), we look for a response that indicates the candidate has often sought feedback from others. Almost always, that feedback has prompted the person to modify their approach so they become more effective.

How we are perceived by others is more important than how we think they perceive us or how we intend them to see us. So when a candidate responds to a question with "I don't know how others would see me in that area" we see it as a red flag. If we are an effective leader what we intend, how we think others see us and how they actually perceive us are the same. When this is true, we're likely on the way to maximizing the positive impact our leadership can have.

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