

FEEDBACK

Dr. Wim Audenaert
Co-founder and CEO AM-Team



**Netwerk
Lokaal
Sportbeleid**

27 februari 2024
Oostende

Waarom denk spontaan je als je het woord 'feedback' hoort?



Waarom deze keynote over feedback?

EEN CULTUUR VAN

FEEDBACK

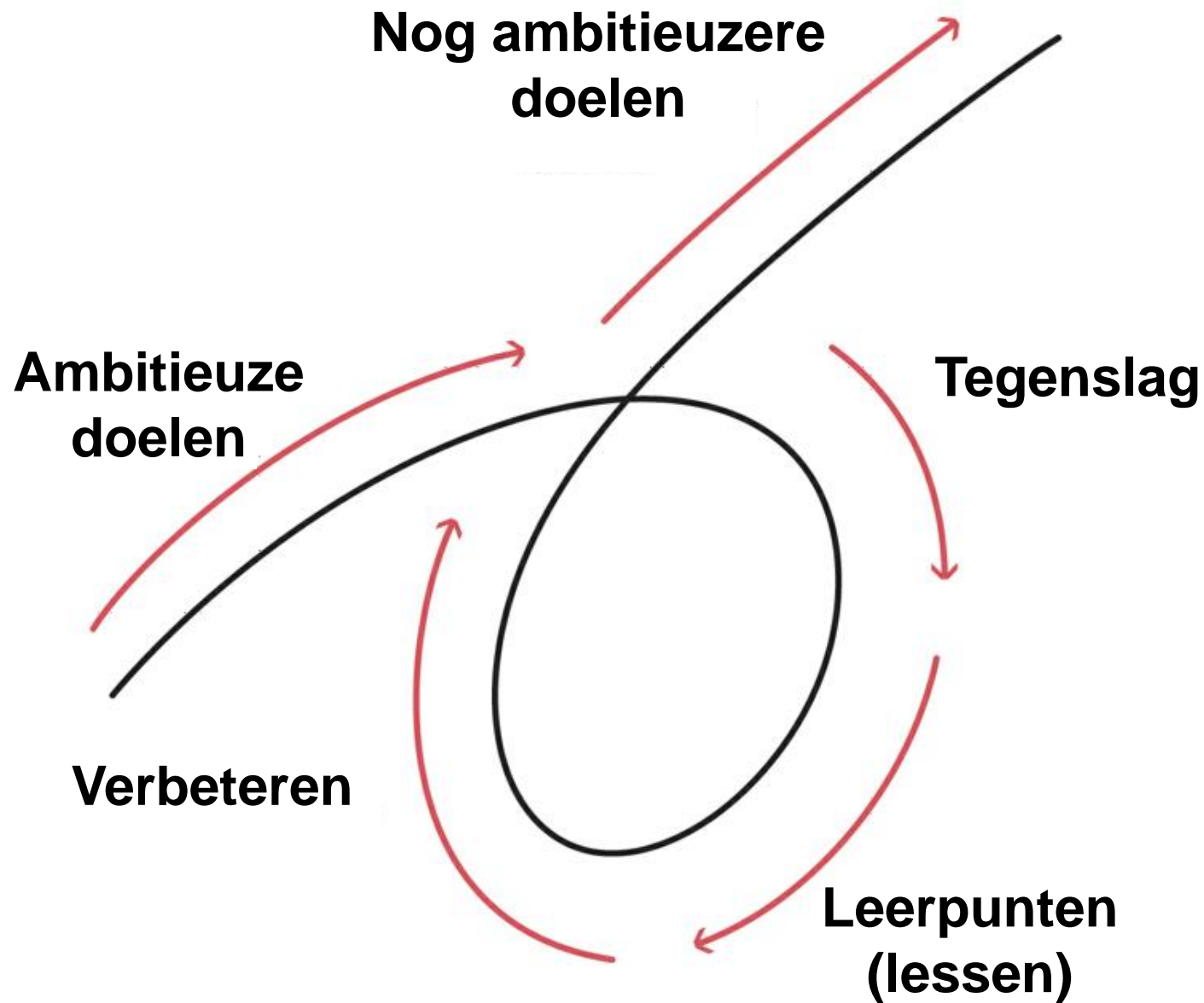
maakt ons

beter en gelukkiger

(Elkaar helpen) verbeteren op diverse vlakken

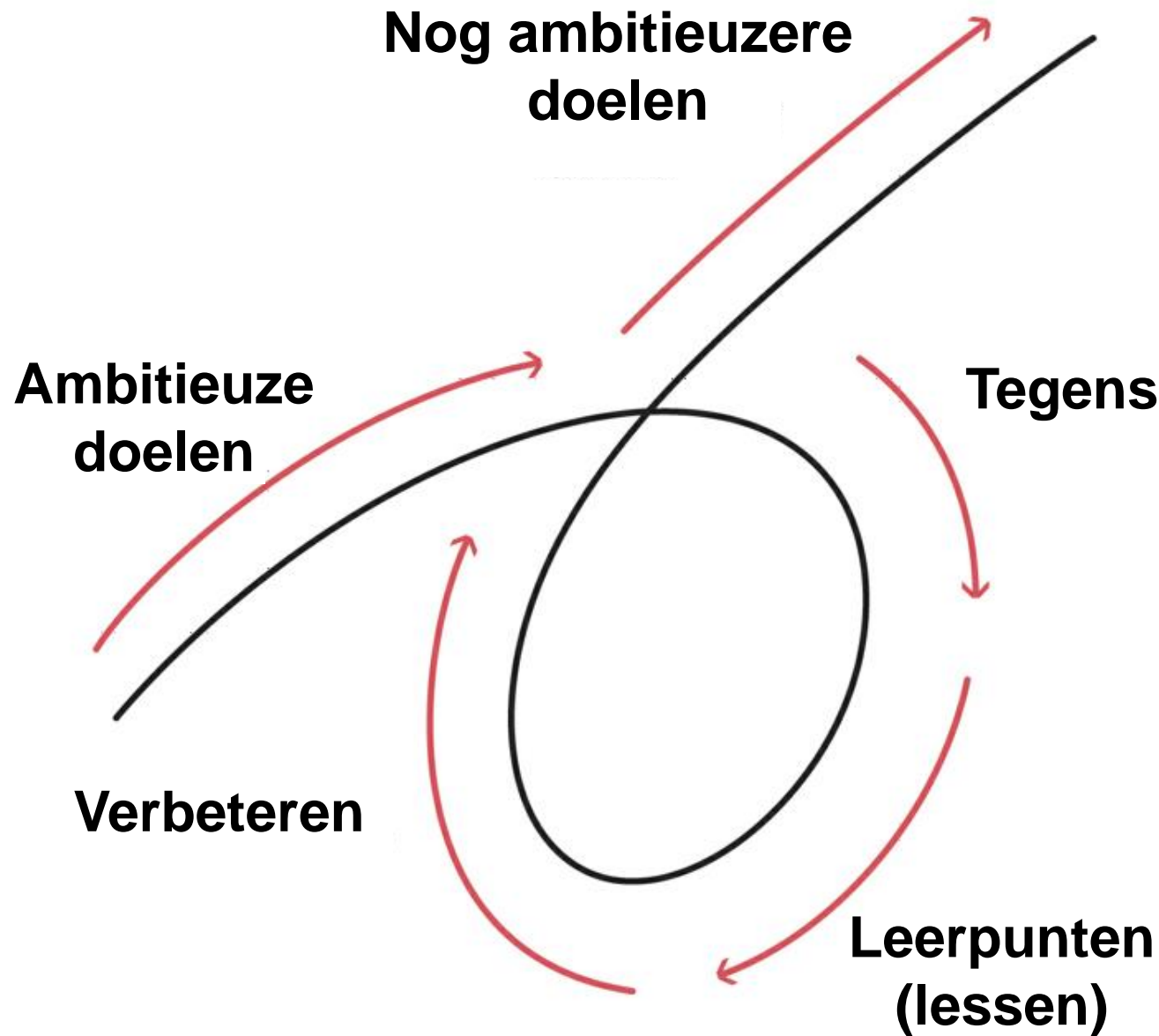


PIJN + REFLECTIE
= VOORUITGANG



Iedereen maakt fouten. Het grote verschil is dat succesvolle mensen eruit leren en minder succesvolle mensen niet.

Ray Dalio
Principles, p349



3 positieve zaken:

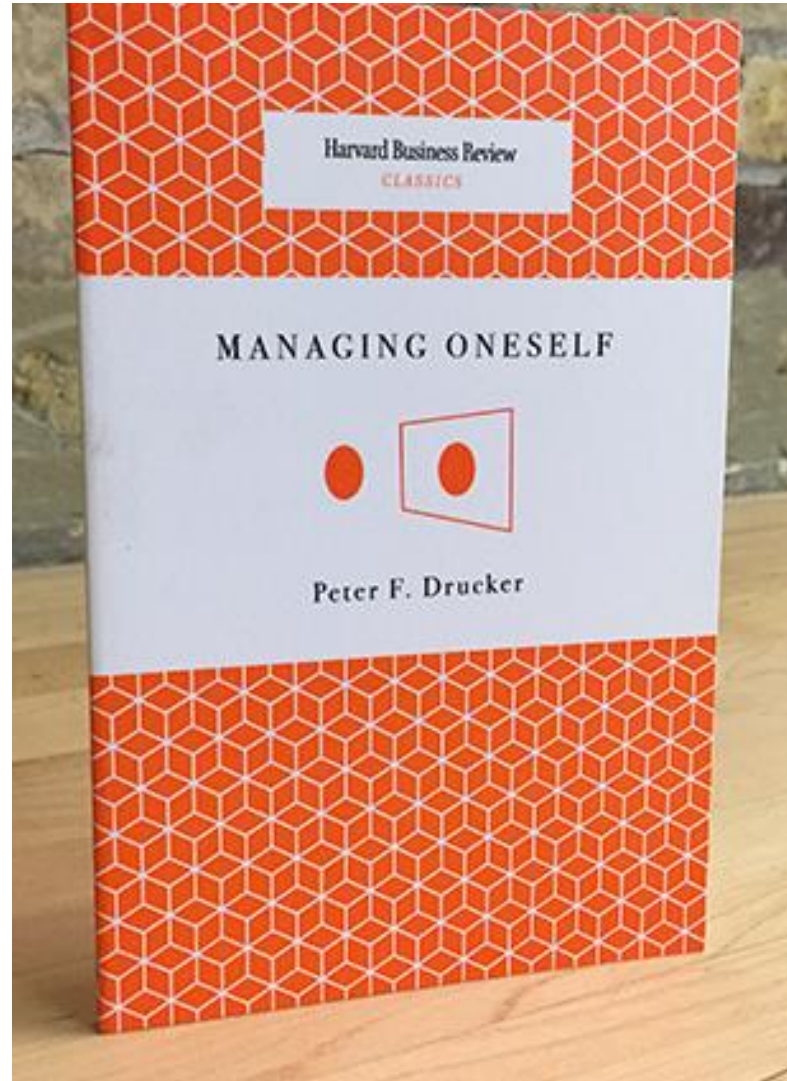
- **Je wordt beter**
- **Je wordt sterker**
- **Je wordt dankbaarder**

Deel 1: theorie

A large crowd of people is gathered outdoors at sunset. The sky is filled with soft, pink and orange clouds. In the background, a city skyline with several tall buildings is visible. The crowd in the foreground is diverse, with people wearing various clothing like hoodies, jackets, and hats. Some are holding drinks. The overall atmosphere is festive and social.

Waarom is feedback belangrijk?

We zijn zo vaak fout over onszelf...

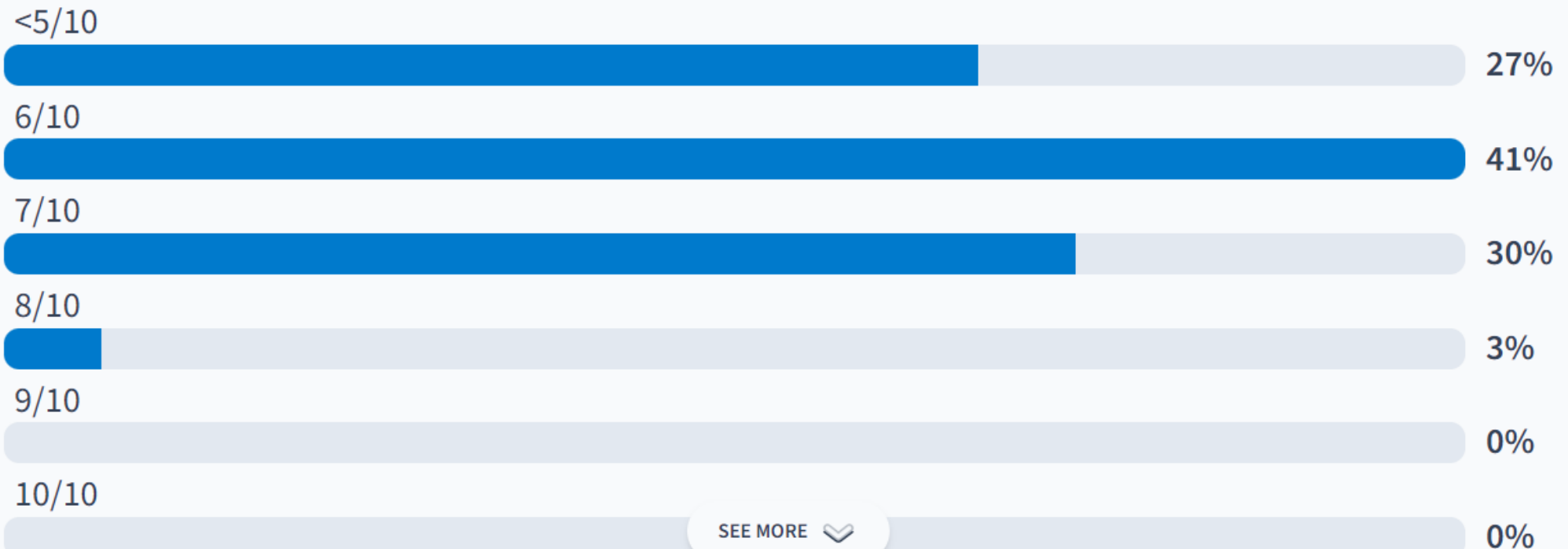








In welke mate krijg jij voldoende feedback (werk, gezin en daarbuiten) (score op 10)



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

Het verhaal van de vader en de zoon met de ezel

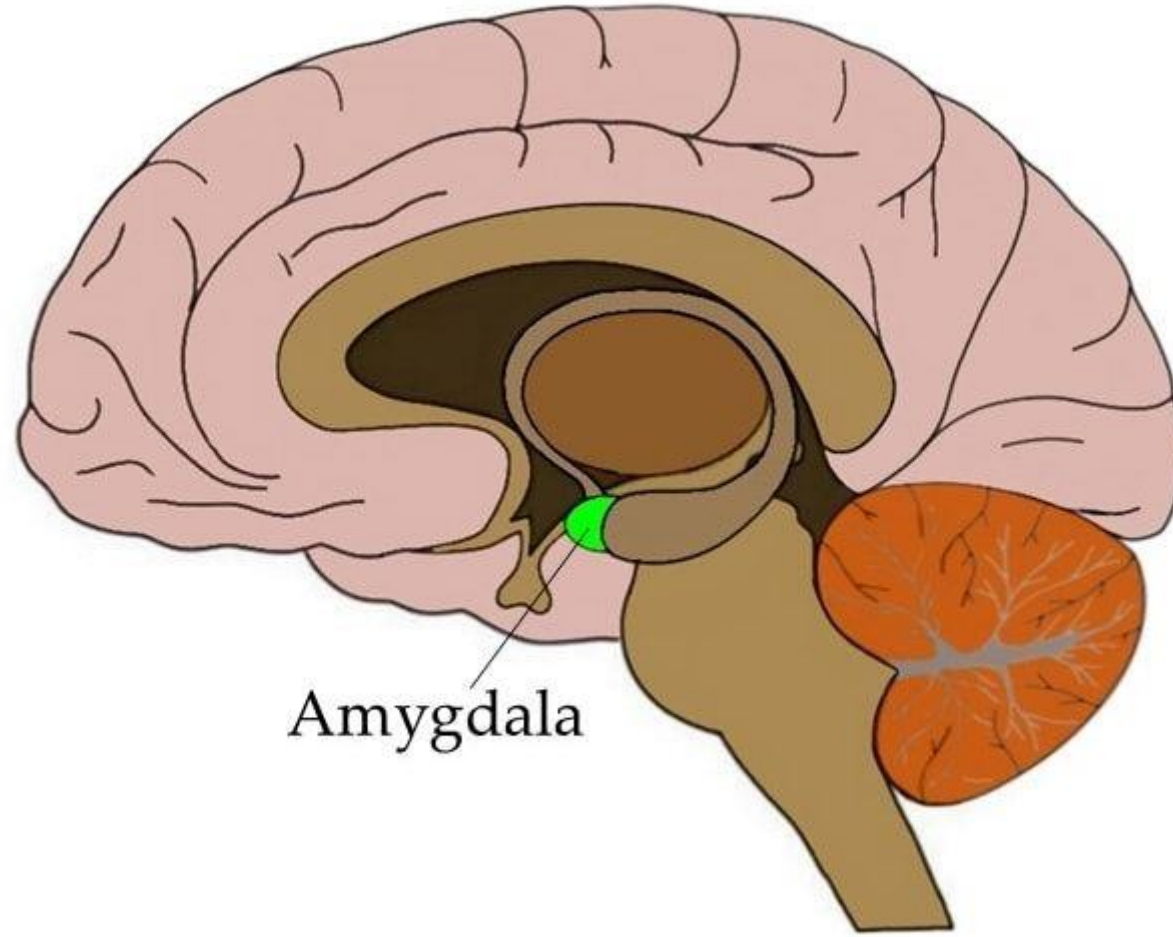


**STA ER BIJ STIL DAT,
HOEWEL DE MEESTE MENSEN
COMPLIMENTEN VERKIEZEN,
ACCURATE KRITIEK
WAARDEVOLLER IS**

De 5 barrières van feedback...

1. De olifant barrière

De 'fight or flight response'





Een voorbeeldje van het reptielenbrein in actie

Klik
op afbeelding



2. De pijn barrière

2. De pijnbarrière

2 soorten pijn...

- .■ Emotionele pijn (persoonlijk)
- .■ Gevoel van persoonlijke inefficiëntie

In wie verander je als je accurate kritiek krijgt?

34



3. De baasbarrière

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

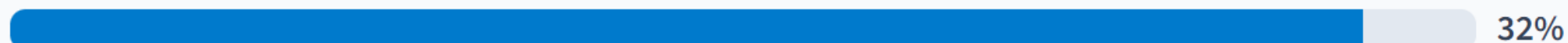
Zeer moeilijk



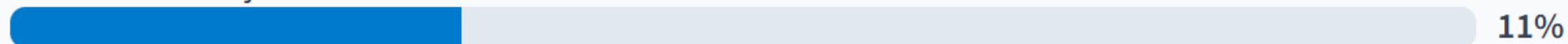
Eerder moeilijk



Cavakes



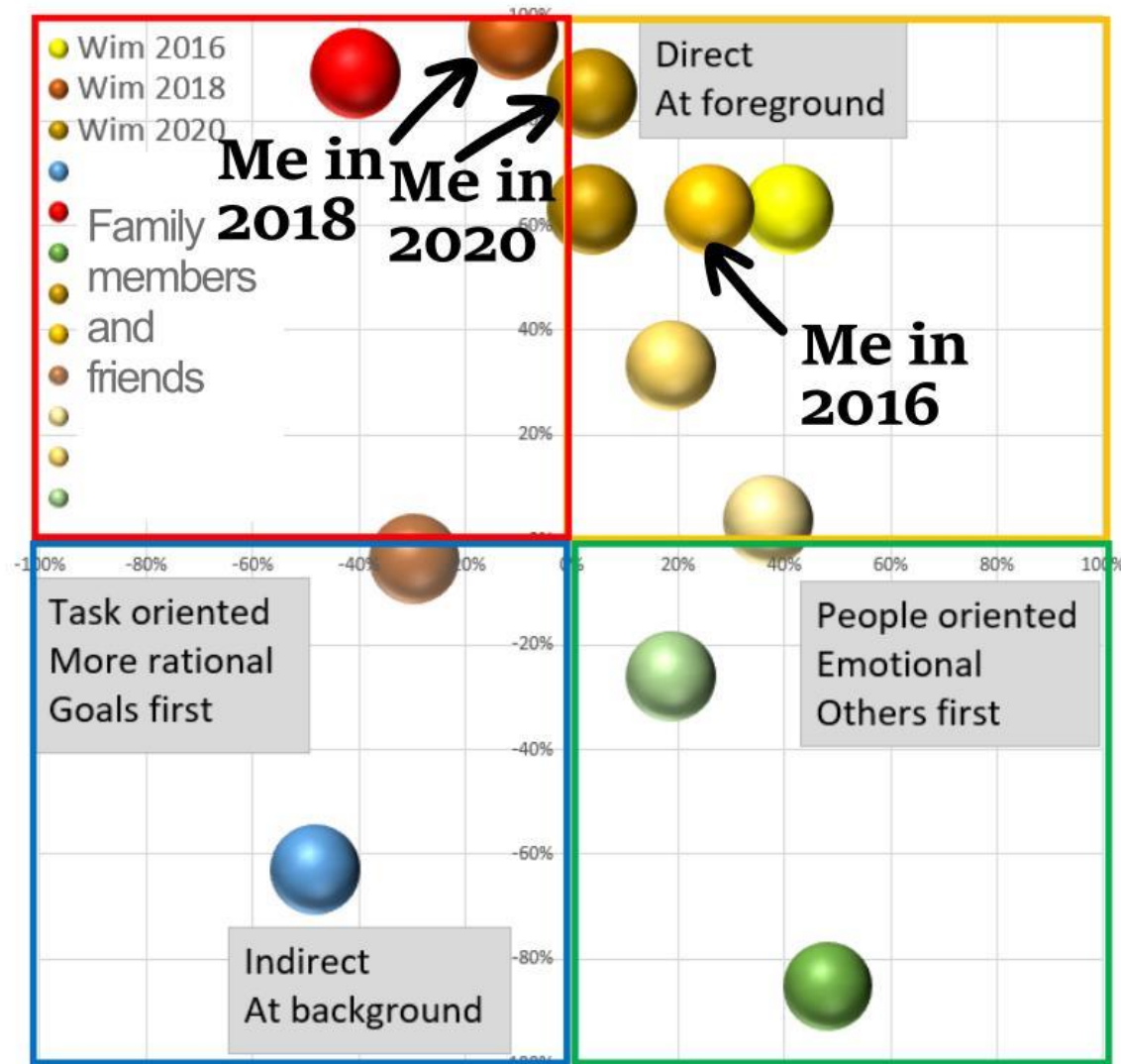
Eerder makkelijk



SEE MORE 

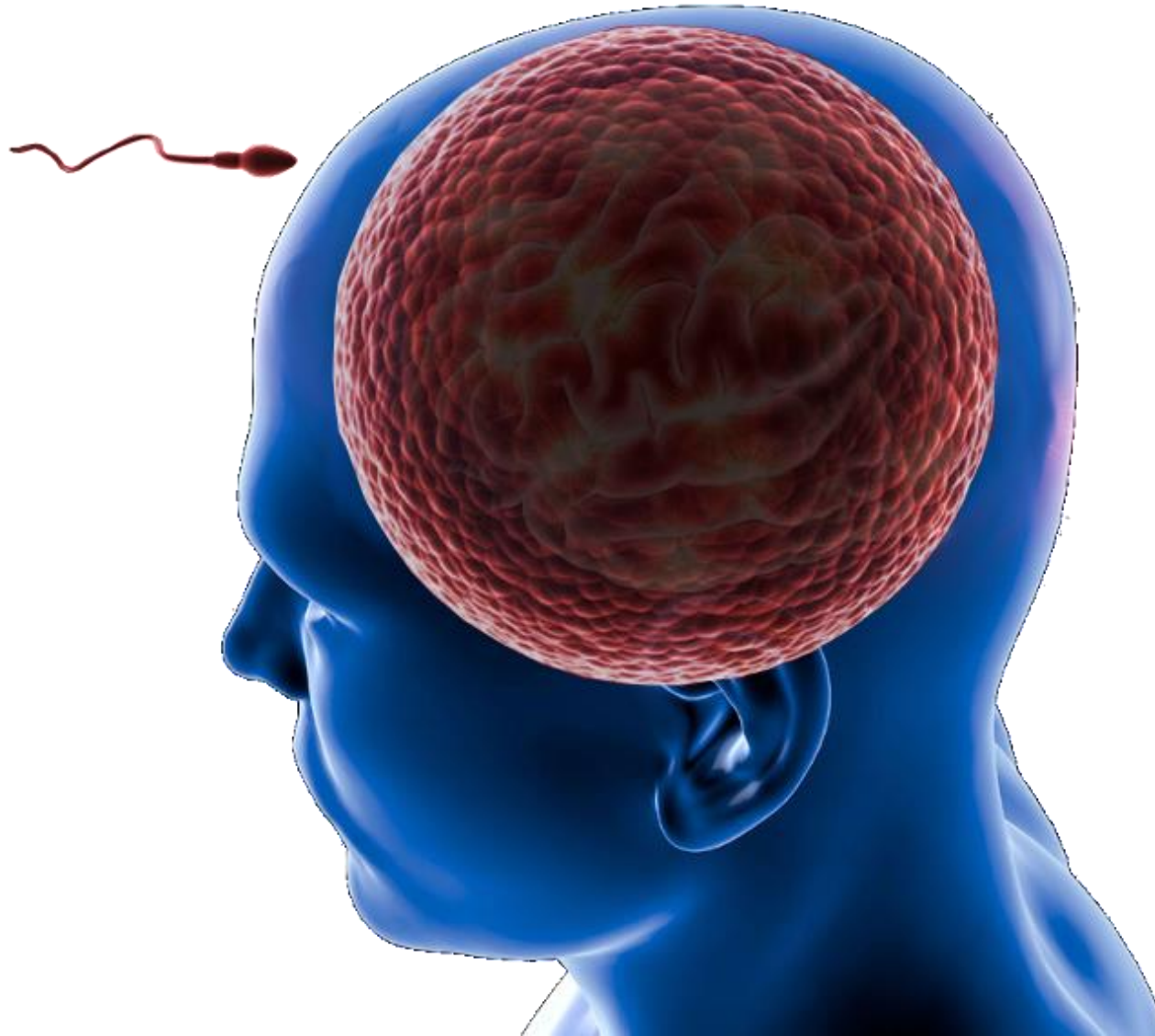
4. De persoonlijkheidsbarrière

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5. De 'resistance to change' barrière

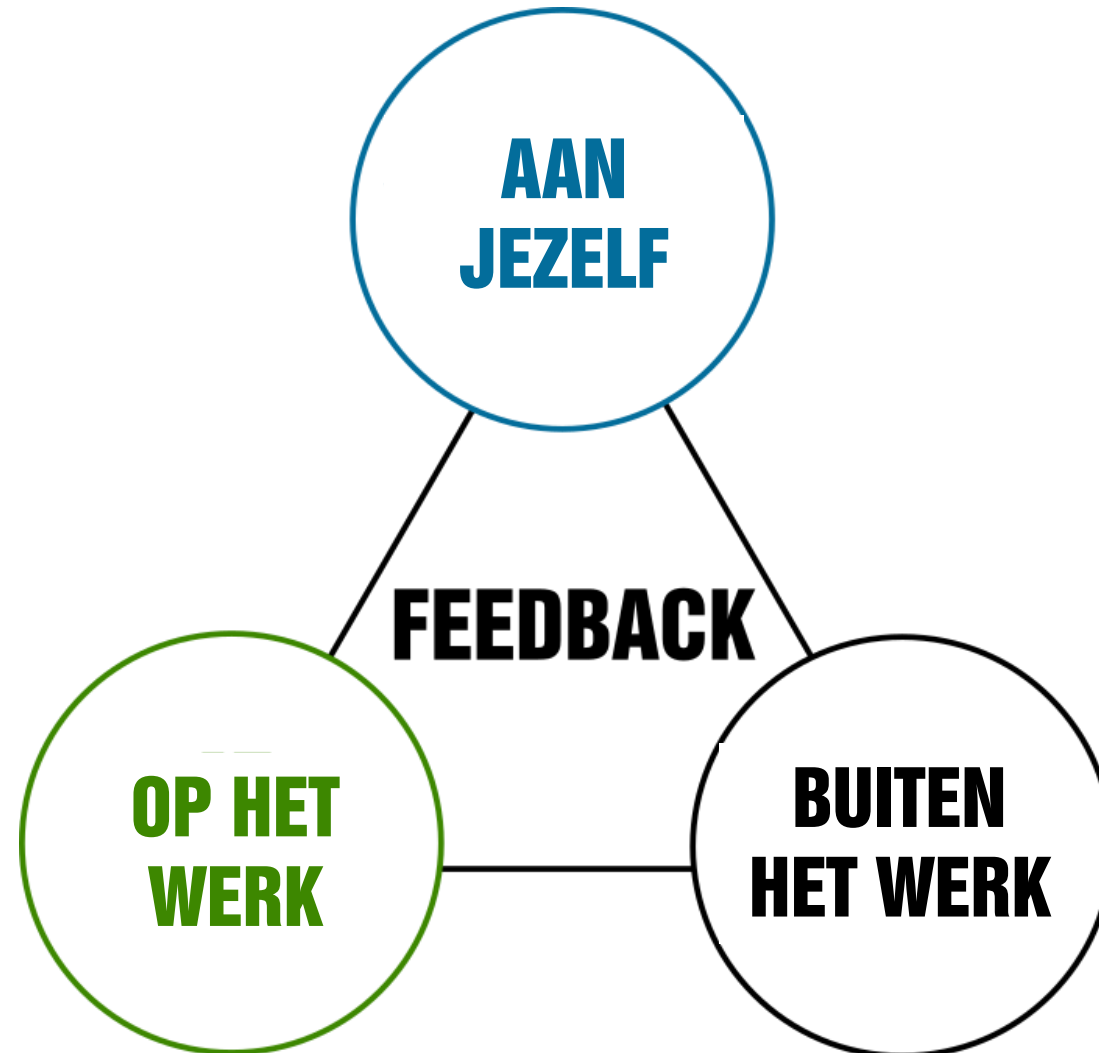
5. De 'resistance to change' barrière



Deel 2: praktijk

A large crowd of people is gathered outdoors at sunset. The sky is filled with soft, pink and orange clouds. In the background, a city skyline with several tall buildings is visible. The crowd in the foreground is diverse, with people wearing various clothing like hoodies, jackets, and hats. Some are holding drinks. The overall atmosphere is festive and social.

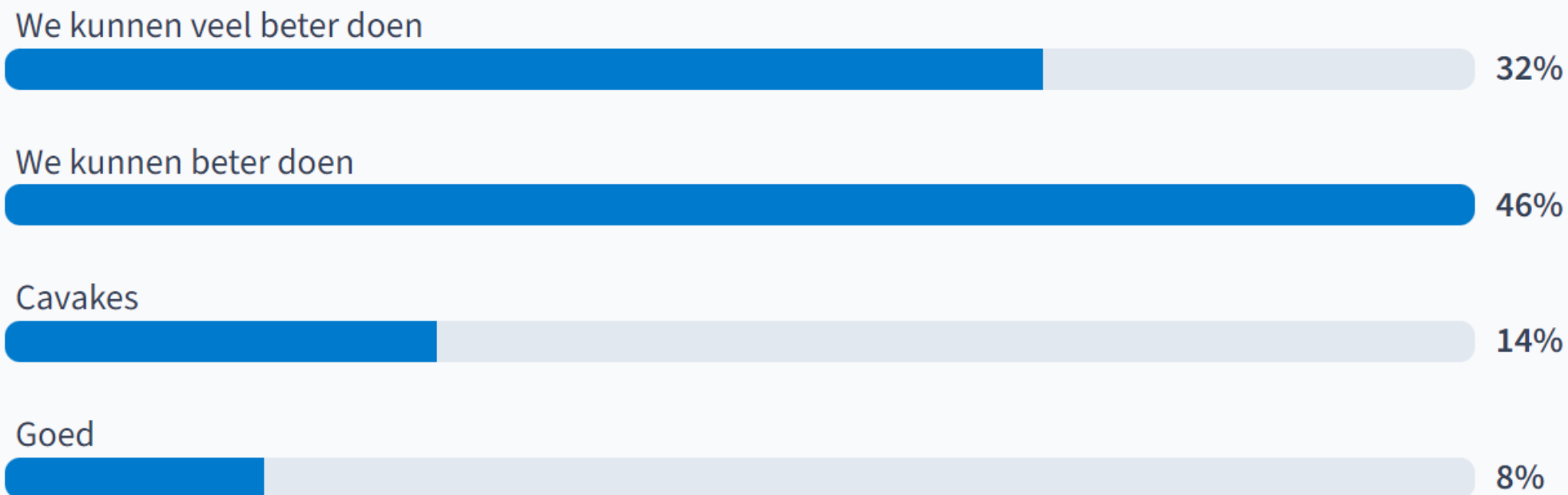
Feedback: belangrijk op verschillende fronten






**FEEDBACK
OP HET
WERK**

Hoe scoor je de feedback cultuur op jouw werkplek?



SEE MORE 

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
persoonlijkheden en feedback

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 truukjes – volledige transparantie
 - “Geef eerst wat positieve, en dan de negatieve feedback”
 - “Let zeer goed op je woorden”
 - ...
- **“Wij geven feedback omdat we elkaar vooruit willen helpen”**




 Wim Audenaert

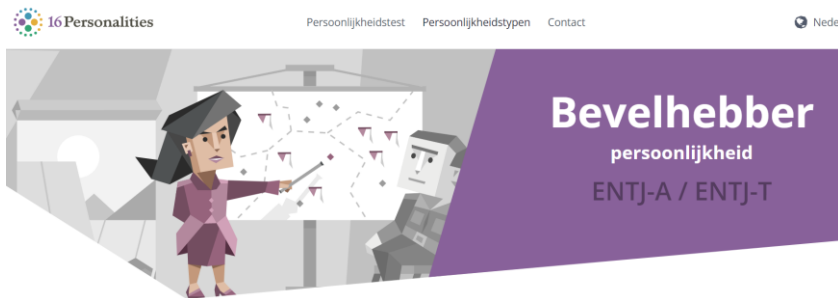
Strengths

- **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 cube)

■ MBTI (16 personalities)



■ Clifton strengths



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.

**Hey ChatGPT,
Genereer mij een foto van een
creatief iemand die goed is in
strategisch denken, plannen,
uitvoeren, coachen, analyseren en
ook nog expert in sportbeleid is.**

A detailed illustration of a white raven perched on a thick, gnarled tree branch covered in vibrant green moss. The bird is shown in profile, facing left, with its black beak and feet contrasting sharply with its white feathers. The background is a lush, misty forest with tall, slender trees and dense foliage, creating a serene and atmospheric setting. The lighting is soft, highlighting the texture of the bird's feathers and the moss on the branch.

Witte raaf



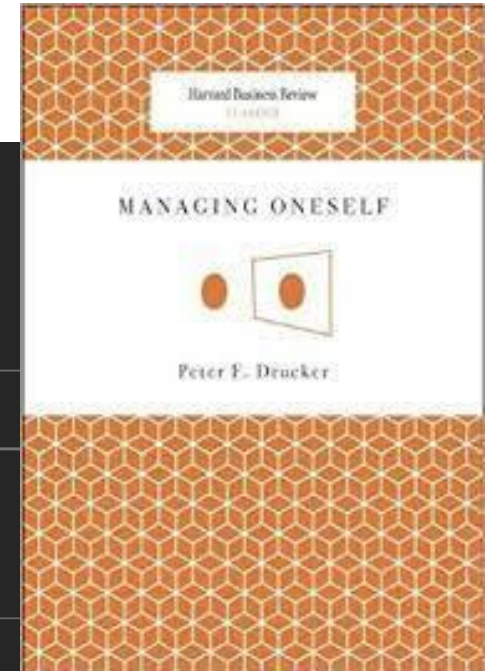
**FEEDBACK
AAN
JEZELF**

Een manier om jezelf accuraat te beoordelen

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	



Jaarlijkse reflectie (ga over elke week van het laatste jaar)

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

2023 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. Write them on separate lines. Then make clusters of 4 to 5 big categories (eg "Say No" or "Productivity") Then make actions and put them on the recurring personal task list.

Positive	Keep doing lesson 2019	Negative	Avoid
<p>HAVING FUN AND ENERGISING ACTIVITIES</p> <p>Leuke activiteiten: met peet Stan en Remi naar cinema, met kids naar kermis in Sint-Niklaas, kicken, met Remi zoeken met metaaldetector, cinema met gezin (vb Elemental)</p> <p>Keynote sessions</p> <p>Proclamatie event</p>	<ul style="list-style-type: none"> • Neem leuke privé activiteiten op in wekelijkse reflectie • Meer, betere, keynotes, • Meer fun activiteiten voor het team. Vb 2x quiz ? 	<p>NEE ZEGGEN</p> <p><i>TEGEN ACTIVITEITEN</i></p> <p>Overcommitting or creation of expectations while not being able to meet them, or no sincere interest to meet them.</p> <p>Parks), Lannoo book, Steve collab PhDs.</p> <p>Commitment to activities without assessing</p>	<ul style="list-style-type: none"> • I • C 1 2 3 47



**FEEDBACK
BUITEN
HET WERK**

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

■ ■ De familiebarrière

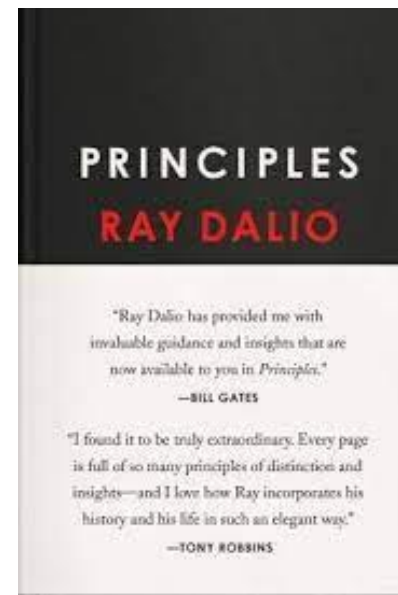
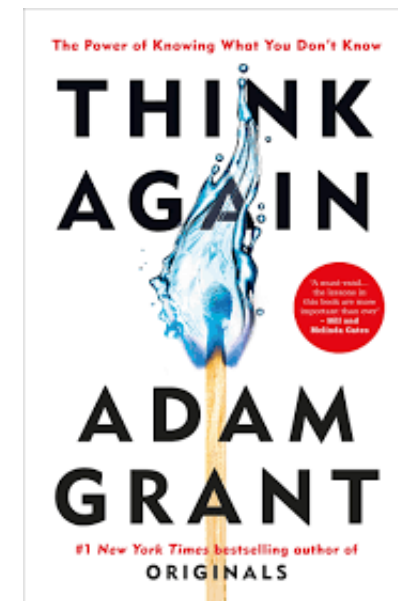
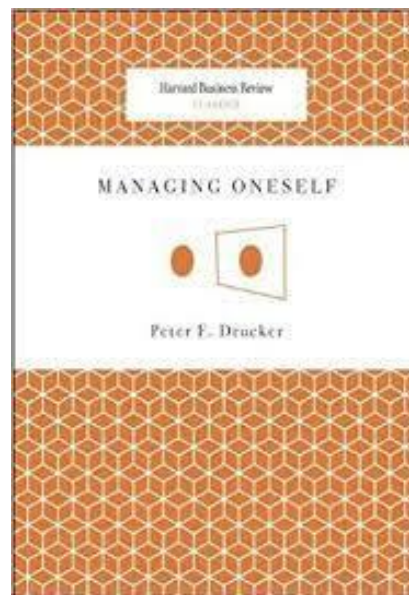
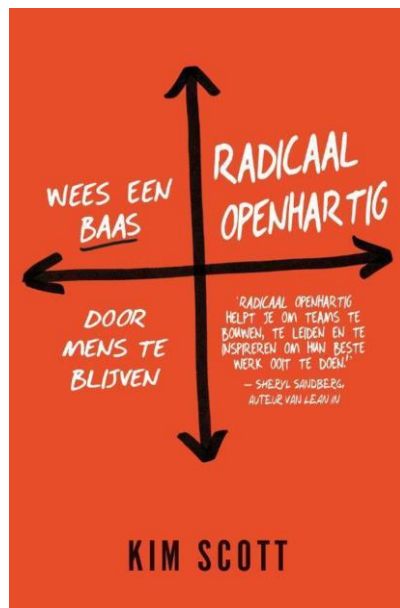
‘Ik vind het leuk,
ik vind het niet
leuk spel’



Enkele tips en tricks

- Begin bij jezelf
 - Weet dat er veel barrières zijn bij jezelf en anderen
 - Train je olifant op luisteren naar feedback
 - Reflecteer: a) feedback analyse en b) jaarlijkse reflectie
- Persoonlijkheidstesten als team building
 - 16 persoonlijkheden (gratis) of clifton strengths (20 EUR)
 - Deel met de collega's en bespreek in open overleg
- Maak feedback deel van je cultuur
 - Maak de context duidelijk en veilig

Interessante bronnen



Deel je feedback! Wat vond je van deze sessie?





Wim Audenaert

★CEO and co-founder at AM-Team★



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