

Management course

PART : Friendly review

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Today

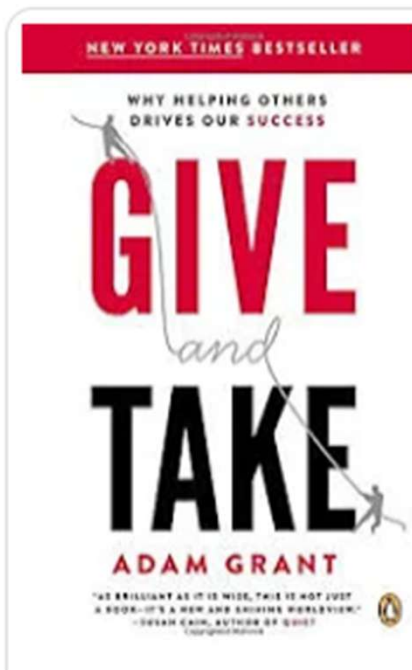
- Introduction : 30 minutes
- The friendly review from 10:00 to 12:00 : 2 hours to read and provide friendly review to another group.
- What is graded is not the report, all the feedback you will give will be used by the group to improve the report

When do you provide feedback in a workplace?

- On an idea
- On a project
- On a performance review (of your employee but also on your manager : 360° feedback)

Remember : a quality that can differentiate you from other

Management of feedback



Grant identified three interaction styles in the workplace:

- Givers: People who are inclined to help others without expecting anything in return. They tend to offer assistance, share knowledge, and mentor others generously.
- Takers: Individuals who seek to get as much as they can from others while giving little back. They prioritize self-interest and often take advantage of givers.
- Matchers: Those who maintain a balance, helping others but expecting reciprocity. They seek fairness and ensure that favors are traded evenly.

Remember : a boundary condition => encouraging Strategic Giving

Management of feedback

Remember : Separate them from takers / Takers as a Risk



What might be graded is the quality of the friendly review

What make a good feedback?

1. What is well done (as good or better than in your report):

- Definitions and sources of the concepts/frameworks used
- Identification of a problem that justify the advice
- Masterful understanding of a theory/framework
- Example/facts used to illustrate the current practice but also what could be improved
- The articulation example/theory
- Novel and specific recommendation that apply only to this company

2. Help Identify Content Errors

- Errors or improvements in following instructions.
- Errors or improvements in defining or using management concepts.
- Errors or improvements in case analysis (fact does not justify the analysis).
- Identifying contradictions within the report.
- Errors or improvements in the use of examples.
- The recommendations are too generic
- Errors or improvements in the format.
- Feel it is produced by an IA

2. Propose Improvement/new ideas

- Suggestions on the structure of the report / effectiveness of the flow.
- Proposing additional theory or thinker50 ideas to use for the analysis or the recommendations.
- Suggestions on additional examples.
- Proposing ideas to avoid contradictions within the report or ensure coherence

3. Format

- Evaluation Empathy and honesty: aims to guide and help improve, without causing harm.
- Contextualized: feedback is concrete and specific (tell us which page/section/sentences)



What should a
good feedback
do ?

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Information Management

Turn Employee Feedback into Action

Know what to listen for—and how to respond. by Ethan Burris,
Benjamin Thomas, Ketaki Sodhi and Dawn Klinghoffer

From the Magazine (November–December 2024)

Remember : Separate them from takers / Takers as a Risk

Work to do

For the report received, you must complete the following tasks:

1. You evaluate each section, keep in mind the instruction
 - For each section, Identify/Define a practice (select and use of facts/ concretes examples of what the company does
 - For each section, define and apply Basic theoretical Frameworks seen in class to Explore Business Issues (without miss understanding, or missing element)
 - For each section, propose Actionable Recommendations
 - Document and Reference Information Appropriately
 - waouh effect (you learned something, you got surprised)
2. You give textual feedback indicating:
 - 👍 Highlights
 - 🚀 Areas for improvement

End of the course

