

# Schematic overview of FROM-TOs

Stakeholder group: all managers (MG) in sales. Topic: Feedback

	<i>FROM (present today...)</i>	<i>TT (...future targeted)</i>
Behaviors	<ul style="list-style-type: none"><li>▪ I, as MG, give feedback when it is needed (e.g. in case of problems or in case of great successes) and then I am very critical/rather avoid critical topics<sup>1</sup></li><li>▪ ...</li></ul>	<ul style="list-style-type: none"><li>▪ I actively give balanced feedback (praise &amp; criticism) to employees and get feedback on myself (both at least 1x monthly per employee)</li><li>▪ ...</li></ul>
Mind-sets	<ul style="list-style-type: none"><li>▪ “This is not a bed of roses. If something goes wrong, I tell the employees. And if there is a success, we celebrate that. There is no time for anything else.”</li><li>▪ ...</li></ul>	<ul style="list-style-type: none"><li>▪ “I believe that regular and balanced feedback helps every employee, the team, and me personally.”</li><li>▪ ...</li></ul>

<sup>1</sup> Some leaders on the leadership team tend to be overly critical, while others tend to avoid critical issues