WOMEN IN FINANCIAL MARKETS™

Formerly WIND

Feedback Mastery

Masterclass 5 – September 22, 2026

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SESSION SIGNPOSTING



- **Approaching feedback** – moving from approval to information
- **Actively soliciting feedback** – having a clear understanding of how you are being received
- **Responding like a pro**

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There is no self-development without **self-awareness.**

You can read as many books as you like, but if you are unable to read yourself, you'll never learn a thing.

STEVEN BARTLETT
Diary Of A CEO

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WHAT GOT YOU HERE, WON'T GET YOU THERE

> Success can be a double-edged sword, reinforcing habits that may no longer serve us as we grow.

SALLY HELGESEN



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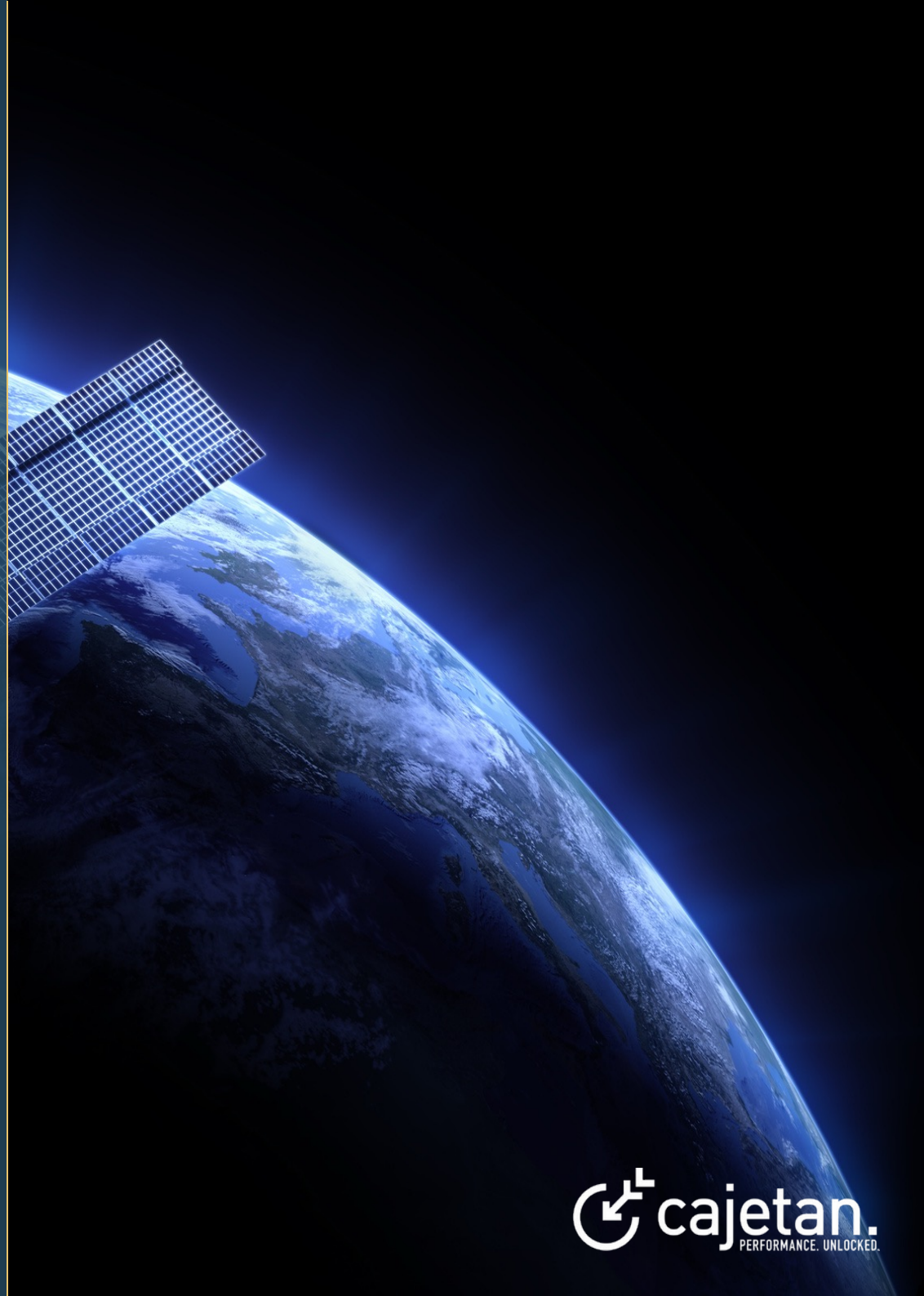
MAP THE GAP

Feedback works like GPS

- One perspective gives you **a point**
- Two perspectives give you **a line**
- Three perspectives give you **a location**
- Four perspectives give you **a map**



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BREAKOUT ROOM

Think of one piece of feedback you've received recently - or that still sticks with you – that you would like to unpack.

If you were to summarize it in one sentence, what was it?



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MAP THE GAP

THE GPS ANALOGY

1

SIGNAL

A strong point - your manager's view.

2

SIGNALS

A line. A second input.

3

SIGNALS

A location. You can begin to fix your position.

4

SIGNALS

A map. You can navigate with real accuracy.

WHAT TO ASK — AND WHY IT WORKS

- **To your team**

  'What's getting in your way that I could help remove?' or 'What would make it easier to work with me?'

- **To your manager**

  'What's one thing I could do more — or less — of to have greater impact?' or 'What do you wish you saw more of from my team?'

- **To your stakeholders**

  'What's the biggest opportunity for us to work better together?'

- **Why these questions work**

  They are low-stakes by design. Asking for more of this or less of that is a much easier answer to give honestly than "how am I doing?"

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WHAT SUCCESS LOOKS LIKE?

- What's **top of mind for you** right now?
- **What does success look like in this role** over the next 12 months — from your perspective?
- If my team could focus on only two or three things that would have **disproportionate impact**, what would they be?



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WHAT SUCCESS LOOKS LIKE?

STEP BY STEP

- **Schedule these conversations early.**

  Start by identifying four key people: your manager, a peer whose cooperation matters most, and two senior stakeholders whose view of success shapes your priorities.

- **Start with what's on their mind.**

  What someone is navigating right now tells you more about how to work with them than any job description ever will.

- **Ask what success looks like from their perspective.**

  What would they point to in 12 months as evidence that you had made the difference?

- **Ask for the highest-leverage focus.**

  If your team could only do two or three things that would have disproportionate impact, what would those be? The answer tells you where to place your energy.

WHAT THAT GIVES YOU

→ **Clarity**

A precise picture of what success looks like from the people who will define it. You can align your priorities accordingly.

→ **Honesty**

Asking informally, early, gives people permission to be honest in a way that a more formal conversation rarely does.

→ **Influence**

The relationship starts from a place of curiosity and generosity — not urgency.

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DISCERNING WHAT TO OWN

Everyone can have
a VOICE,

not everyone can
have a VOTE.



ARE YOU BRACING FOR — OR EMBRACING FEEDBACK?

Assuming the right posture

- Check your body
- Check your tone
- Check your response



The signal you send before feedback begins determines the quality of what you receive

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SELF ASSESSMENT TACTICS: AFTER ACTION REVIEW

How honest are you about your own performance -
After **A**ction **R**eview (AAR) used by Navy Seals

- What did I do well?
- What ONE thing will I improve on next time?
- What do I want to celebrate about self?

Credit: SportingEdge

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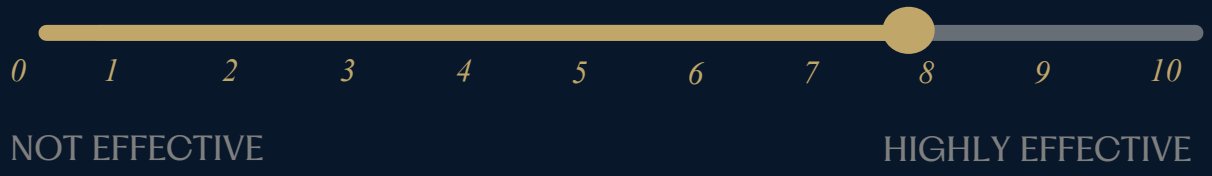
SELF ASSESSMENT TACTICS: AFTER ACTION REVIEW

Break your last performance down into 5 key components and give yourself a score out of 10 for each one. How did you do?

What would it take to get to a '10' in each area?

What gets measured, improves.

If you were to score my [X] on a scale of 0-10:



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SELF-AWARENESS: THE FEEDBACK GAP



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BLINDSPOTS

What you can't see can derail you. What aspects of your leadership do others experience — which you never witness yourself?

You're always broadcasting. Your tone, energy and behaviours send signals whether you're aware of them or not.



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BREAKOUT ROOM

On a scale of 1-10, how clear are you on what success looks like in your role?

As your leadership expectations shift - what do you need to start, stop, or continue?



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What is ONE insight you are walking away with?

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