

The Feedback Fallacy

Fill the gaps with the correct prepositions

1. The question of how to get employees to improve has generated a good deal ____ opinion and research.
3. Feedback is about telling people what we think of their performance and how they should do it better. And ____ that, the research is clear.
4. So it is ____ to your colleagues to tell you as plainly as possible "where you stand"
5. Underpinning the current conviction that feedback is an unalloyed good are three theories that we in the business world commonly accept ____ truths.

6. Other people are more aware than you are of your weaknesses, and that the best way to help you, therefore, is for them to show you what you cannot see ____ yourself.
7. If you're ____ sales, how can you possibly close deals if you don't learn the competency of "mirroring and matching" the prospect?
8. And the third belief is that great performance is universal, analyzable, and describable, and that once defined, it can be transferred from one person to another, regardless ____ who each individual is.

9. But as it turns ____, in extrapolating from what creates our own performance to what might create performance in others, we overreach.
10. To understand why and to see the path to a more effective way of improving performance, let's look more closely at each theory ____ turn.
11. Over the past 40 years they have shown in study ____ study that people don't have the objectivity to hold in their heads a stable definition of an abstract quality.

Fill the gaps with a/an, the or -

1. To be clear, instruction — telling people what steps to follow or what ____ factual knowledge they're lacking — can be truly useful: That's why we have checklists in airplane cockpits and, more recently, in ____ operating rooms.
2. But ____ occasions when ____ actions or knowledge necessary to minimally perform ____ job can be objectively defined in advance are rare and becoming rarer. What we mean by "feedback" is very different.

3. And on that, ____ research is clear: telling people what we think of their performance doesn't help them thrive and excel, it actually hinders ____ learning.
4. The brain continues to develop throughout ____ life.
5. "Fight or flight" allows us to focus only on ____ information necessary to survive.
6. We're often told that ____ key to learning is to get out of our comfort zones.
7. We spend ____ bulk of our working lives pursuing excellence.