

WHAT

A feed-forward interview (FFI) is a conversation with a employee to develop a vision on the potential future role of the employee within the organisation

WHY

[↗ Also check our infographic](#)



HOW?

- Apply the interview protocol systematically
- Individual meeting with the manager or organisation-representative (HR)
- At least once a year
- A FFI takes around 1 hour
- Invite employee to outline story of success in preparation
- Listen actively, give feedback, summarize and ask questions.
- Ask for specific details
- Test whether all aspects have been discussed
- Draw up a report of 1 page max: What did we learn + agreements.
- Save the report on in a folder accessible for both the manager and employee
- Focus on learning, not on appraising or influencing.



TIPS FOR IMPLEMENTATION IN YOUR ORGANISATION



- Start on a small scale with managers who have a positive attitude towards this technique
- Organise training in which managers can practise this technique and share experiences.

Need more information or support? Contact us info@vigorunit.com

Based on Kluger, A. N., & Nir, D. (2010). The feedforward interview. Human Resource Management Review, 20(3), 235-246.

FEED FORWARD INTERVIEW

STAP 1 | OUTLINE THE STORY OF SUCCESS

"I am sure you have had both positive and negative experiences at work. Today I would like to focus on the positive aspects of your experiences. Can you describe a moment when you felt your best, you were strongly motivated and focused, and you were satisfied before the results of your actions were visible?"

- Ask for a specific story, ie when, where, what, with whom...
- Give feedback by summarizing the story

"Would you be happy if you could go through a similar story at work again? "

- If YES, continue to the next question.
- If NO, ask for another story.

"What was your peak moment during this story? What were you thinking about at that moment?"

- Ask the details on 1, max 2 of this peak moments.
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"How did you feel at that moment?"

- Give feedback on the positive emotions and continue to the next question.
- If the employee shares negative or mixed emotions, ask for another story.

STAP 2 | DISENTANGLE THE FORMULA OF SUCCESS

"What were the aspects that are specific to yourself that made this story possible? Think, for example, of things you have done, your skills, knowledge, interests or your strengths. "

"Are there others who have made this story possible? How did they contribute to your story? What did they do? "

"What other circumstances have made your story possible? In what way has our organization facilitated your situation?"

"Zijn er nog andere zaken die positief hebben bijgedragen aan jouw verhaal."

- Ask questions and give feedback by listing the success factors.

STAP 3 | THE FEEDFORWARD QUESTION

"You could consider the factors you have just described as your unique code to realize success. If so, let us look together at your current activities, priorities or plans for the near future and investigate to what extent they meet your success formula and how we can best use them."

- Map the current situation and identify the opportunities.
- Make agreements about what the employee can do and what you as a manager can do to help the employee move forward
- Prepare a short report

Gebaseerd op Kluger, A. N., & Nir, D. (2010). The feedforward interview. Human Resource Management Review, 20(3), 235-246.