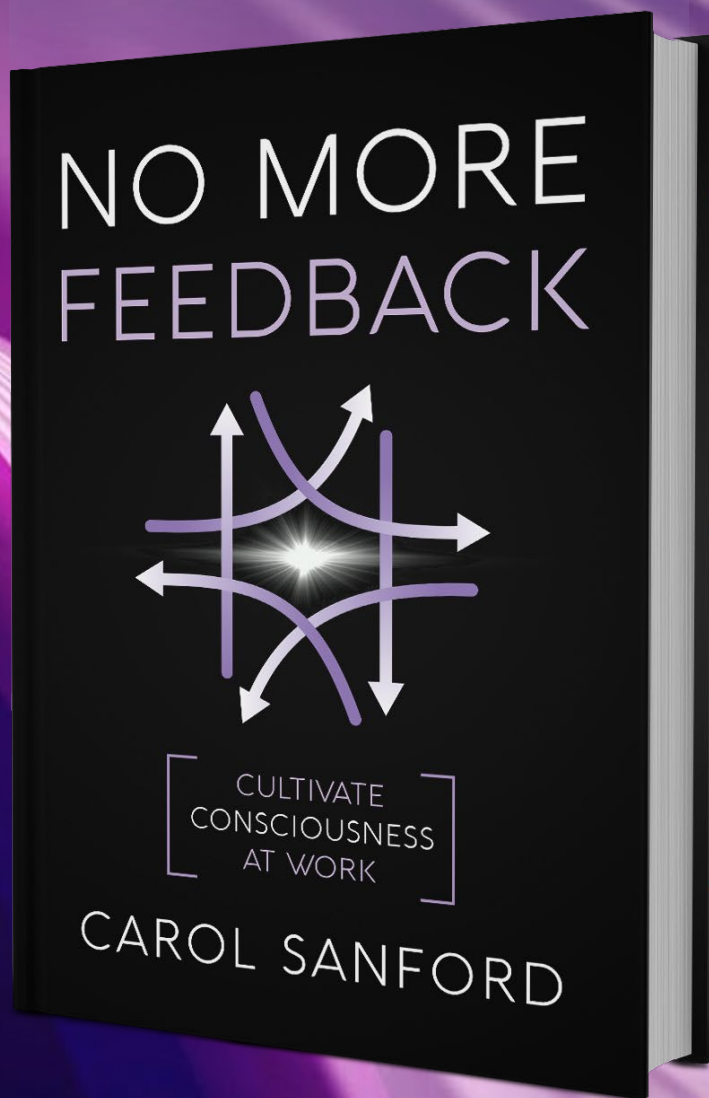


# MEDIA KIT



Peer Review is the Foundation  
for Measuring Employee  
Performance...

But does it help employees  
realize their full potential?  
Does feedback improve a  
company's bottom line?

## TITLE

# NO MORE FEEDBACK

*Cultivate Consciousness  
at Work*

## AUTHOR

**Carol Sanford**

Website: [carolsanford.com](http://carolsanford.com)

Twitter: [@carolsanford](https://twitter.com/carolsanford)

Linkedin: [@carolsanfordkeynote](https://www.linkedin.com/company/carolsanfordkeynote)

## MEDIA CONTACT

Sarah Bean  
310-254-6106  
[Sarah@booklaunchers.com](mailto:Sarah@booklaunchers.com)

## FOR FANS OF ...



LEADERSHIP



MANAGEMENT



BUSINESS  
CULTURE



ORGANIZATIONAL  
DEVELOPMENT

# EARLY REVIEWS FROM CAROL'S CLIENTS ON NO MORE FEEDBACK

"No More Feedback: Cultivate Consciousness at Work is a powerful book that essentializes the meaning of development—a blueprint for designing and building a self-managing, developmental organization and a culture of freedom and responsibility. Bravo!"

- MAX SHKUD, HEAD OF PEOPLE DEVELOPMENT FOR MICROSOFT SILICON VALLEY

"The idea of feedback is accepted in our culture. Carol dissolves it before our eyes to clearly see the damage it causes in our organizations and lives. She gives an alternative with none of the devastating side effects."

- ZAC SWARTOUT, CO-FOUNDER, SUPERALLOY INTERACTIVE

"If you think feedback is an invaluable tool for effective teams - I urge you to read this book. Carol focuses on feedback's toxic effects to lift us out of unexamined patterns and invites a far more effective approach to developing people. Read with care. You may never be able to take feedback again, but you might just transform your home and workplace."

JENNIFER ATLEE  
PRINCIPAL, ATLEE RESEARCH

## ABOUT THE BOOK

**TITLE:** No More Feedback: Cultivate Consciousness at Work

**PUBLISHER:** InterOctave

**ON SALE:** January 7, 2019

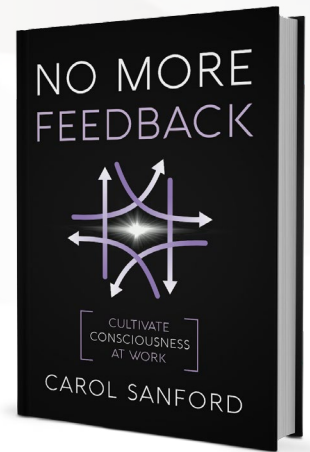
**RETAIL:** ebook: \$9.99, print \$15.99

**ISBN PRINT:** 978-0-9893013-1-2

**ISBN EBOOK:** 978-0-9893013-2-9

**FORMAT:** eBook and Print

**PAGES:** 190



Peer Review is the Foundation for Measuring Employee Performance... But does it help employees realize their full potential? Does feedback improve a company's bottom line? *No More Feedback: Cultivate Consciousness at Work*, book one in Carol Sanford's new Toxic Practice book series disrupts commonly held beliefs to reveal:

- Why feedback undermines employee development
- The impact feedback has on our 3 core human capabilities
- The alternative that leads to self-regulating employees

Utilizing examples from Carol's decades of work, learn the flaws in the feedback trap and build conditions for employees to flourish for long-term success.

### CAROL'S CLIENTS INCLUDE:

Google



seventh<sup>®</sup>  
generation.

HARVARD  
UNIVERSITY

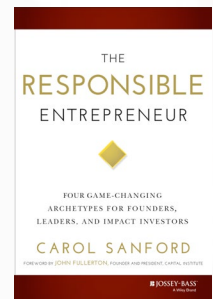
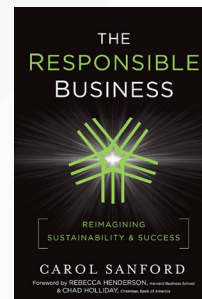


P&G

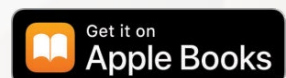


## MORE BOOKS FROM THE AUTHOR

Carol's other books include: *The Regenerative Business*, *The Responsible Business*, and *The Responsible Entrepreneur*



AVAILABLE FROM





# ABOUT THE AUTHOR

Carol Sanford



Carol Sanford is a consistently recognized thought leader working side by side with Fortune 500 and new economy executives in designing and leading systemic business change and design. Through her university and in-house educational offerings, global speaking platforms, multi-award winning books, and human development work, Carol works with executive leaders who see the possibility to change the nature of work through developing people and work systems that ignite motivation everywhere. For four decades, Carol has worked with great leaders of successful businesses such as Google, DuPont, Intel, P&G, and Seventh Generation, educating them to develop their people and ensure a continuous stream of innovation that continually deliver extraordinary results.

Carol's work is deeply rooted in the belief that people can grow and develop beyond what their leaders or anyone sees possible: to be increasingly entrepreneurial, innovative, and responsible in their business and personal actions. She approaches her work as an ecosystem with stakeholders to the business in order to create the organizational conditions and human capability for people to innovate and contribute. Through a Socratic and contrarian approach, backed by research and stories, Carol challenges leaders to rethink everything they currently know about leadership, management, and work design. In the end, she guides people to find their individual and collective "promise beyond able-ness," embedding enormous possibilities into an organization.

Carol is the author of *The Responsible Entrepreneur; Four Game-Changing Archetypes for Founders, Leaders, and Impact Investors*, *The Responsible Business: Reimagining Sustainability and Success*, and most recently, *The Regenerative Business: Redesign Work, Cultivate Human Potential, Achieve Extraordinary Outcomes*. Her books are required reading at leading business schools including Harvard, Stanford, Haas Berkeley and MIT. Carol also partners with producing Executive Education through Babson College, Kaospilot in Denmark and University of Washington, Bothell, The Lewis Institute at Babson.

Among her many recognitions, Carol was recently named Executive in Residence and Senior Fellow in Social Innovation at Babson College, was honored with Thought Leader Lifetime Achievement Award from Trust Across America-Trust Around the World, and received the Athena Award for Excellence in Business, Mentorship and Community Service. Carol is often called a visionary who offers revolutionary new ideas. But most importantly, Carol offers a pathway to extraordinary results for businesses, and their stakeholders.

TO DOWNLOAD A HIGH-RESOLUTION AUTHOR PHOTO  
AND BOOK COVER, [CLICK HERE](#)



## SAMPLE INTERVIEW TOPICS



Carol Sanford is an expert in workplace culture, management & leadership, personnel development and feedback in the workplace.

- Are Peer Reviews Hurting Your Employees?
- Before that Performance Review, You Should Know that Feedback is Damaging Employee Development
- Is Your Business a Machine or an Ecosystem?
- The Key to a Thriving Business Could Be Self-Regulating Employees
- Still Using Feedback with your Employees? Consider These Alternatives
- Design Your Company's Growth: The Developmental Process for Employee and Leadership Success
- The Human Factor: Does Your Company Value the Person or the Employee?
- Hate Performance Reviews? Here's A Way to Get Your Boss To Ditch Them

# BOOK EXCERPT

## Why Critique the Most Popular Practice Ever? Toxicity!

I will admit from the start that this is a contrarian view of a subject that I love to hate: Feedback. People are often shocked that I would critique something that they think must be good for them and certainly good for others, no matter how much they dislike participating in it. After all, without feedback, how would we know how others see us? How would we get better at what we do?

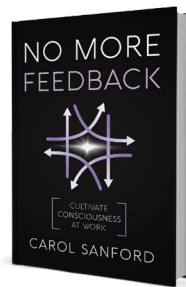
My answer to this is that there is a much more effective way for people to accurately assess their work, improve their performance, and raise the level of their contributions—with none of the downsides or negative side effects of feedback.

If you are a manager or someone who supports managers, you are probably always seeking ways to help people succeed and to improve your organization. You might also want to make it possible for employees to appreciate their jobs and find work more meaningful. You may believe feedback is a great tool for getting this done. This book is written to show how it actually comes close to doing the exact opposite. I also hope to demonstrate that there is a far more effective way to get the results you are looking for and it is easier than you might think.

To accomplish this, I will relate a bit of feedback's history—how it was developed and sold to us as a best practice, how we were fooled into believing the pitch (it happened to all of us), and why we continue to miss the forest for the trees. More importantly, I will also show you why you cannot fix the feedback process by tweaking it, training people to do a better job of it, or hiring the right people for it in the first place. The problem is innate to the process itself.

While I want to make this lesson available to more people, I do not want you to adopt my thoughts or my truth. Instead, I offer ways for you to learn to deeply examine your own and others' ideas, to develop discernment, to think critically, and to take on change as a necessary and exhilarating aspect of human life. In order to clearly see the toxic nature of feedback, you will have to rigorously question my argument, reflect honestly on your own experience, and trust yourself to discern the truth. Our minds play tricks on us, and we will examine that phenomenon, too, because mind games lead us to believe in feedback. They will make it hard to let go, especially given our deep investment.

Be prepared to rethink your certainties and maybe even to forgive yourself along the way—and to forgive those



who put you through craziness and exposed you to toxicity. I know this because it is what I had to do when I learned the truth about feedback. I had to forgive

myself and forgive those who imposed it on me.

The good news is that my tested and proven alternative to feedback enables people to develop the clear thinking required to see themselves and their effects on others. This is a set of practices that empowers people to correct course, leap ahead, and perform better. An organization can function at its best without the corraling effect of feedback, and for that matter, without feedback's toxic companion practices. Those include performance reviews, discipline sessions, and plans for growth, to name just a few. Making people responsible for managing themselves does not require turning the asylum over to the inmates. Here is a quick outline of the contents of this book.

- My own feedback story and how its effects on my well-being woke me up to feedback's toxicity, along with the research that put me back on the developmental path
- The higher aims of alternative practices that enable the development of three core capacities as a way to actually realize human potential
- A history of feedback that helps explain why organizations adopted it and how it became part of our educational institutions and businesses, and even most of our families as a tool for parenting
- A short lesson in psychology, discussing the deceptive ways in which the brain works to hide the harmful effects of feedback (and other toxic practices)
- A rundown of ways that feedback undermines the three core human capacities and causes many of the very problems it seeks to solve, including apathy, lack of initiative, and incomplete responsibility or self-centeredness
- Premises and principles to start you on the path to transformative human and business development, coupled with a list of resources to take you all the way if you choose
- Along the way, real-life examples of my work with companies that demonstrates both the negative effects of feedback and the potential of an alternative developmental path to produce growth and transformation in any organization