# From Educational Field to Work Place: The Impact of Effective Feedback on Leadership Development

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**Abstract.** As a theory to study the effectiveness of leadership behavior, after years of development, the leadership member exchange theory has become a hot spot and key field in the research of leadership behavior in management psychology and has attracted the attention of many scholars. As an important theory of human resource management, the Leader-Member Exchange theory plays an important role in improving team performance. The work performance of leaders and the work performance of employees is also an important part of team performance and corporate economic benefits. With the theory defined as a behavioral construct and an accurate corresponding measure developed, future research findings can easily be applied to leadership training and assessment. If a positive relationship between certain exchange behaviors and employee outcomes is found, managers can be trained to maintain or exhibit more of these exchange behaviors. This behavioral approach to Leader-Member Exchange theory alleviates the problem of the low application value of earlier non-behavioral cognitive approaches. In this research, we used literature review as the research method to emphasize the crucial role of this theory and how to directly apply feedback to leadership development in the business field. By comparing and contracting the Leader-Member Exchange theory and effective feedback, this research emphasizes that communication between leaders and employees is the best route to solve the problems in the organization to be more productive in the working place.

**Keywords:** Effective feedback · leadership development · LMX · business development

## 1 Introduction

Effective feedback was first widely discovered and applied in the field of education. Feedback is information or comments provided by teachers or other learners. In the field of education, feedback refers to the evaluation of information that learners receive from teachers or other learners in the process of completing learning tasks. While effective

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feedback is often mentioned in education, it can also be applied to leadership development. Modern business development emphasizes customer-pleasing strategies. The statement highlights the importance of internal and external communication in modern business activities and the importance of effective feedback in management [1]. Effective feedback has since become widely used in business, especially in leadership and management. Feedback is specific information that is actively sought for or given to help an individual or group improve, grow and develop. [2] It needs to be specific, easy to understand, and aimed at helping individuals or groups grow. Many articles on business management and development mention the power of feedback, which is one of the most common and central tools in business development. The significance of this study is to explore how effective feedback affects the development of leadership skills.

In this article, we begin with a theoretical review, introducing the use of effective feedback in education, explaining the concept of effective feedback and the importance of effective feedback in modern business and management. In this section, the leader-member exchange theory is mentioned and effective feedback based on facts is considered an effective method of leadership. Then, we list the role of three effective feedback on leadership development in enterprises, including effective feedback to build a network, effective feedback to improve leaders' ability of self-insight, self-regulation, and self-identity, and effective feedback to control information overload. Finally, the paper discusses how to improve effective feedback in an enterprise setting. That is, determine the logic to promote effective feedback in enterprises, analyze the specific situation of enterprises, and use the LMX method to seek feedback. Specifically, it discusses why feedback has an impact on leadership development, what impact feedback has on leadership development, and how to improve effective feedback in the enterprise setting. At the same time, the article emphasizes that any feedback mechanism should work both ways. It is a common misconception that business performance appraisal and other methods are more a test of employee competence. But actually, it's also feedback on the leadership development level of the leader. Therefore, it is of great significance to emphasize this point.

## 2    Theoretical Review

According to the literature review, effective feedback is first used in the educational field. However, it is possible to combine effective feedback and Leadership- Member Exchange theory in the business activities to make a more productive enterprise environment.

### 2.1    Overview of Effective Feedback in the Educational Field

Effective feedback was first widely discovered and applied in the field of education. Feedback is information or comments provided by teachers or other learners. In the field of education, feedback refers to the evaluation of information that learners receive from teachers or other learners in the process of completing learning tasks. Feedback consists of two main elements: evaluation and modification [3]. Revision is a more specific guide to the student's project. Teachers can modify student work by explaining it and providing

different or better ways of expressing it. In theory, revision involves not only pointing out problems with a student's work but also explaining why it is right or wrong.

Effective feedback is the feedback that is given to the information for effective evaluation during communication activities. According to the different feedback times, the time machine of effective feedback can be divided into timely feedback and delayed feedback [4]. Effective feedback to improve students' learning has some purposes, according to the research: To begin with, appropriate feedback can assist pupils in properly comprehending the learning objectives. Feedback should be detailed enough for students to understand the gap between their current level of learning and their learning objectives [5].

Informative evaluation is not only necessary but also of great significance to feedback evaluation information to students timely and effectively. Informative evaluation, effective feedback is descriptive rather than judgmental. Descriptive feedback gives praise to students for their achievements and suggests areas that need improvement. Effective feedback is characterized by positivity [6]. Teachers should give full recognition to students' achievements, acknowledge their efforts, and actively express their respect for students' achievements. Effective feedback is specific. Specific feedback makes students more clearly aware of the gap between themselves and their learning goals and is more conducive to improving students' academic achievement.

## 2.2 Overview of Leader-Member Exchange Theory

Modern business development emphasizes customer-pleasing strategies. The statement highlights the importance of internal and external communication in modern business activities and the importance of effective feedback in management [1]. Effective feedback has since become widely used in business, especially in leadership and management. From the perspective of the motivation of feedback-seeking behavior, researchers have found that some goal orientations, such as power distance, may influence leaders to seek or avoid feedback, thus having a great impact on the operation of organizations [7]. By combining the leader-member exchange theory, Moss et al. (2009) pointed out that feedback avoidance, as a feedback management strategy, helps to mediate the relationship perception between leaders and members. Feedback runs through the whole management activities of leaders, from plan-making to work guidance, from subordinate skill training to performance review, feedback is everywhere. Other researchers have also reviewed and discussed the leader-member exchange theory. Based on the literature review, the researchers suggest the development of a complementary leader-member exchange measure based on reciprocal relationships in social interactions, which demonstrates that effective feedback can be utilized in interpersonal relationships in business activities [8]. Another factor in providing effective feedback is how it is structured. Leaders must follow a few simple communication guidelines to create a feedback culture in their firm. Effective feedback encourages leaders to tell each other what they have learned, what they have discovered, and what they have suggested.

## 2.3   Compare and Contrast Effective Feedback and LMX Theory

Effective feedback emphasizes that information is the keynote, correction guidance to improve, so the feedback needs to be based on facts. Based on this, correct feedback is an effective leadership method that can help subordinates move in the right direction and achieve continuous results. "Knowledge management as a business strategy operates on multiple frontiers simultaneously." [9]. Therefore, to be understood and absorbed by feedback, interference factors should be removed first and both sides should establish a relationship of equality and trust. In this way, feedback can be equally received. Furthermore, feedback should be given at the appropriate time, place, and occasion.

Our research focuses on the impact of effective feedback on leadership in business activities and the specific practice of effective feedback in modern organizations. According to the literature review, effective feedback was first applied in the field of education. It mustn't ignore this point because it has implications for its use in business. There is no doubt that effective feedback has a profound impact on the development of leadership, and leadership plays a vital role in the development of the enterprise. The more responsibility a leader has, the more influence he has on others. Through effective feedback, managers continue to develop leadership to maximize the use and use of resources and ultimately create the greatest results. High profit is not the whole business development that the enterprise pursues, the long-term survival of the enterprise or organization under the sustained profit is what the business development should emphasize. At the same time, society has given enterprises the environment they need to develop, and people have gradually added corporate social responsibility to their operational strategies and explored new related interests.

## 3   The Value of Effective Feedback

There is no doubt that effective feedback has a profound impact on the development of leadership, and leadership plays a vital role in the development of the enterprise. The knowledge that comes with feedback is an indispensable resource for our progress and growth, and as leaders, we need it more than anyone else [10]. The more responsibility a leader has, the more influence he has on others. Through effective feedback, managers continue to develop leadership to maximize the use and use of resources and ultimately create the greatest results. High profit is not the whole business development that the enterprise pursues, the long-term survival of the enterprise or organization under the sustained profit is what the business development should emphasize. At the same time, society has given enterprises the environment they need to develop, and people have gradually added corporate social responsibility to their operational strategies and explored new related interests.

### 3.1   Effective Feedback Builds Networks

Networking can bring more information, expertise, resources, and cooperation to leaders, and feedback is the key to harmonious interpersonal management. The so-called relationship network refers to a person in social life through communication and communication with others and thus forms a relatively stable, performance for mutual benefit,

mutual assistance relationship model. The effect of effective feedback on networking is more pronounced when leaders talk to each other as equals. One of the common ways in which international organizations use feedback to build relationships is to bring together senior leaders of relevant organizations around the world. In the case of events convened by business organizations, the World Organization executive program, run by consultancy Andersen, is a five-day seminar. The seminar, which addresses the development needs of Andersen's global partners, provides an opportunity for them to meet and exchange views with senior executives from various industries around the world; the seminar aims to help Andersen's partners build their networks and create win-win business opportunities [11].

### 3.2 Effective Feedback Improves the Psychological Process of Leadership

Experts argue that leaders are better off becoming self-directed learners, able to gradually perceive their shortcomings in events and correct them, rather than having to seek help from others every time. Manuel London proposed three basic psychological processes of leadership: self-insight, self-regulation, and self-identification. Self-insight is defined as a multidimensional concept whose essence is an awareness of one's strengths and weaknesses. It requires individuals to be aware of how others react to them and their impact on others. [11] This is the first step in the development of leadership. Only when leaders carefully examine themselves and enhance their self-recognition can they lay a foundation for the following self-regulation and identification. Leaders strive to change after accepting the image of others and responding appropriately to the appropriate situation. And use the gap to correct the original logic and behavior. Self-identity refers to the reflective understanding of the self based on one's experience. Having a strong sense of identity is important because it guides behavior, and seeing yourself as a leader allows people to exhibit leadership behavior [12]. Through effective feedback, leaders can recognize strengths and weaknesses that they are not aware of, and constantly adjust to improve their self-learning-oriented leadership.

### 3.3 Effective Feedback also Contributes to the Ability to Control Information Overload

In today's society, people are faced with a lot of information every day, but if they don't process documents with a purpose, they will waste a lot of time looking for information instead of thinking about how to take action. Information load is defined as… The complex mixture of quantity, ambiguity, and variety of information that people are forced to process [13]. Information overload can distract leaders, while effective feedback can filter complex information, analyze events in detail from multiple perspectives, and quickly find out the key points based on different perspectives of different industries and levels. Effective feedback can also combine explicit knowledge and tacit knowledge, make full use of the enterprise database and employees' personal opinions, quickly fill in the weaknesses and loopholes of the enterprise, and reduce losses to the greatest extent.

# 4   The Application of Effective Feedback in the Business Field

The impact of effective feedback on leadership development also affects business development. Good leadership can enhance team cohesion, for the common goal, but also can create a positive working atmosphere, so that the team out more creative thinking, and efficient work. This environment allows companies to grow and seize opportunities when necessary to change the landscape. Therefore, how to make better use of feedback in enterprises has become an important issue. Given this problem, this article makes the following reflections.

## 4.1   Clarifying Logic is the Foundation

First and foremost, the logic for promoting effective feedback in the enterprise needs to be determined. From the perspective of enterprise development, the most direct impact of improving effective feedback is the communication efficiency between leaders and employees. With the improvement of communication efficiency, the work efficiency of the team and the leadership of the leaders will be improved. According to the model of the relationship between LMX and leadership effectiveness, we can see that LMX can complement each other and jointly promotes the development of enterprises. The LMX model has transformed the traditional top-down one-way management leadership model into interactive management between superiors and subordinates, or even between employees and teams or organizations. This interactive management emphasizes more Communicate, learning, and shaping each other. Therefore LMX can play an important positive role in leadership development. Only by respecting and caring between people can better reflect values and achievements. Especially in the era of diversified values, it is far from enough to mobilize the enthusiasm of subordinates only using salary increases and other material means. In terms of motivation, mastering more skills, using different methods for different subordinates, and requiring more emotional input can continuously improve the effectiveness of organizational leadership [14]. The emotional investment of leaders to employees is often presented in the form of communication in the enterprise. Therefore, effective feedback can become a bridge directly related to LMX and leadership development.

## 4.2   Specific Analysis of Specific Problems is Important

Based on clear logic, enterprises also need to do a specific analysis of the specific situation. Corporations should make decisions based on their own culture, development history, and characteristics, and make adjustments and improvements. Businesses need to be aware that this particular "dual" relationship is also bound to be affected by organizational culture and structure. Different organizational cultures reflect the values and ideologies that employees, including leaders themselves, adhere to. In a strong organizational culture, leaders and most members have similarities in organizational development goals and behavioral orientations. Therefore, it is possible that members can consciously build high-quality leadership based on feelings and trust with the leader. -Member exchange relationship. In today's flattened organizational structure, leaders can establish direct information exchanges with multi-level members at the same time with

the help of scientific and technological means, and the performance of work tasks under the conditions of knowledge creation and management also requires more adequate authorization, flexible change trend The awareness and practice of self-management of members are required to be gradually strengthened. The leader-member exchange relationship model under this trend should be significantly different from the individual-level model [14]. Effective feedback is only a leadership enhancement tool, but the real essence is that leaders integrate emotions and skills into communication with employees, thereby enhancing each other's capabilities.

### 4.3   The Motivation of Feedback-Seeking is Necessary

In fact, In the enterprise, the communication between leaders and employees can also be called feedback-seeking. It is a complex goal-oriented process that involves both instrumental self-assessment activities and image- and ego-sensitive considerations [15]. What's more, seeking negative feedback is more effective. Seeking negative feedback proves to be not only more diagnostic and developmental but also more image-enhancing than positive feedback-seeking which asks for good news about oneself [16, 17]. However, negative feedback-seeking may be more complex than others, because the leaders may face the dilemma between the need for accurate assessment for performance improvement and the need for management [16, 18]. Thus, we suggest corporations take leaders' motives into consideration.

There are two motives predominate in leaders' feedback-seeking from subordinates [19, 20]. If a leader's motivation is work-related, they are more likely to seek input from professional subordinates as it relates to their productivity [19]. But if leaders seek feedback just for impression, they are more likely to choose non-professional subordinates to ask, because negative feedback will affect their image [7]. Subordinate expertise serves as s a moderator in the relationship between LMX and leader negative feedback-seeking. Therefore, by observing the subordinate professionalism asked by the leader, the motivation of the leader to seek feedback can be seen, so that more targeted leadership development can be more easily carried out.

### 4.4   Feedback in the Business Goes Both Ways

Finally, companies need to pay attention that any feedback mechanism that should be a two-way development. Many corporate performance appraisals and other methods are more just tests of employees' abilities, but leaders benefit very little from them. With the help of effective feedback, LMX can better manage the interaction between superiors and subordinates. Therefore, only by merging the two can the enterprise develop better.

## 5   Conclusion

This article focuses on how to directly apply feedback to leadership development in the business field. By analyzing the definition and meaning of feedback, it is found that feedback is currently more used in the field of education, mainly focusing on the cultivation of future leaders, and seldom used in the development of current leaders'

abilities. In the business field, LMX is more used to improve leadership. Therefore, this paper analyzes the similarities and differences between feedback and LMX and draws the key point of communication between leaders and employees to solve the problem. The result is a way of applying feedback directly to leadership development in the business world. This paper believes that enterprises need to clarify the basic logic of feedback, analyze specific problems in detail, pay attention to the motivation of leaders to seek feedback, and pay attention to feedback are two-way measures in four aspects, so as to achieve the purpose of directly improving leadership through feedback.

This research first expands the areas where feedback can be applied, increases the practicability of the application of feedback in business, and allows the feedback mechanism to be directly applied to the improvement of leadership, so that the ability of leaders in the enterprise can be improved more. The way. At the same time, the concept and meaning of feedback and LMX are more specifically studied, and the two are compared. Through the analysis, the importance of communication between the upper and lower levels is clarified again, and it also makes the company pay more attention to the essential logic of feedback, the motivation of leaders to seek feedback, and the two-way feedback. Finally, the article hopes that improving leadership can help companies develop more efficiently to a certain extent.

The main method of this study is to compare and analyze the existing conclusions and the research summary. Therefore, lack of data support, it is not possible to carry out regression analysis for the research objects and specifically analyze the influence of variables. Second, because the existing research on the direct application of feedback to leadership development is not perfect, there is no concrete actual case to support the theory, and all findings and suggestions remain at the theoretical level. At the same time, because the research on LMX is still incomplete, and there are no in-depth research and analysis reports in many aspects, the comparison and analysis of LMX are not thorough and complete, and it may not be able to fully explore all of its advantages. It has not been able to be accurately grasped, and it is only proposed to improve the existing findings. The main method of this study is to compare and analyze the existing conclusions and the research summary. Therefore, lack of data support, it is not possible to carry out regression analysis for the research objects and specifically analyze the influence of variables. Second, because the existing research on the direct application of feedback to leadership development is not perfect, there is no concrete actual case to support the theory, and all findings and suggestions remain at the theoretical level. At the same time, because the research on LMX is still incomplete, and there are no in-depth research and analysis reports in many aspects, the comparison and analysis of LMX are not thorough and complete, and it may not be able to fully explore all of its advantages. It has not been able to be accurately grasped, and it is only proposed to improve the existing findings.

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