The Four-Quadrant Feedback Model

How self-assessment compares with others' experience — Chapter 1

When you compare how you rate yourself against how others rate you, four possibilities emerge. This framework is one of the clearest ways to see what feedback is telling you.

	Self-Rating: Low	**Self-Rating: High**
Others Rate You High	**HIDDEN STRENGTHS** Areas where others rate you more highly than you rate yourself. Capability you have been discounting or undervaluing.	**CONFIRMED STRENGTHS** Full alignment. Things you are genuinely good at and know it. Worth protecting and building on.
Others Rate You Low	**CONFIRMED OPPORTUNITIES** Both you and others agree that development is needed. Easiest to work with — everyone starts from the same place.	**BLIND SPOTS** You rate yourself highly but others experience something quite different. The most significant development opportunities tend to live here.

In approximately 80 to 85 percent of feedback processes, there is a meaningful gap between how leaders see themselves and how the people around them experience their leadership. The goal of feedback is to move from assumption to information.