

Effective Feedback

If you want to give feedback that is positive, keeps others on track for successful performance and leaves them feeling motivated to tackle future challenges you can use the following two types of feedback:

1. Motivational Feedback - This usually starts with **WHAT WAS GOOD...**

This helps someone to understand that what he or she is doing that is working well. It *reinforces* positive behaviours and actions - the more specific the feedback the more likely it is that they will understand and be able to replicate 'the good stuff'.

2. Developmental Feedback - This usually starts with **WHAT WOULD MAKE IT (EVEN) BETTER....**

This helps someone to understand *how to change* what is not working well. It contains information on what they did or said (or didn't do or didn't say) and what the impact was. It then offers ideas on how to do that differently in the future. The more specific the feedback, the more likely that the employee will understand and use more productive behaviours.

Motivational Feedback:

- ✓ Focuses on what has gone well with a specific task or activity
- ✓ Detailed information on how they did it
- ✓ What the impact or consequence was
- ✓ What you want them to continue doing
- ✓ It reinforces positive behaviour and performance
- ✓ ***It builds confidence and will***

Developmental Feedback

- ✓ Focuses on the future - what will be even better next time?
- ✓ How will they do it – ideally a discussion around their ideas on how they could do it differently
- ✓ What will the impact on consequence of that change be?
- ✓ What do you want them to do less of/ stop doing/ do differently specifically
- ✓ It reinforces expected positive behaviours and performance
- ✓ ***It builds confidence and skill***

And remember - you don't always have to give both - you can just give motivational feedback.

Some examples:

Motivational Feedback

“What made it really good for me was the way you made sure you always understood exactly what I wanted before we moved on”

“What I really liked was the way I got regular brief updates on the project without having to ask! This meant I wasn't always worrying about whether you would meet the deadline or not”

What was good was the way you valued and respected everyone's opinion even if we didn't always agree. The impact was to make all of us feel equally valued members of the team”

“What I really like about working with you is the way you gently remind me of the time to keep me focused”

Developmental Feedback

“What would make it better for me on another occasion would be for you to read the pre meeting notes before the meeting. Then we could spend all our time exploring the issues we disagree on, rather than establishing the facts.”

“What would help me next time would be if you could make sure we are not disturbed when we are having a meeting to review my objectives. Is that possible please?”

“What would make it an even better workshop would be for the trainers to talk one at a time rather than both at the same time, so that I can make sure I am able to hear and understand everything you both say”

Ten Tips for Successful Feedback

- ✓ **ALF** - Always Listen First

Always, always ask them what they think they did well, and what they think they could do better, first. This builds confidence by getting them to focus on what went well and self-assessment of what could be better is easier to accept than someone else's feedback. **Listen** to what the individual has to say before you comment.

- ✓ Start with the motivational because it encourages the person to listen and gets a clear perspective. **Then** ask the individual how they might vary or do things differently.
- ✓ Offer **specific** examples of the performance/behaviour and their **impact** on you/others.
- ✓ **Avoid personality labels** such as "You are aggressive, difficult, moody". Concentrate on observed behaviours **that can be changed**.
- ✓ Separate motivational from developmental, **avoiding "but" and "however"**; it kills the motivation.
- ✓ Offer alternatives/suggestions where improvement is needed and they cannot think of what to do differently.
- ✓ Formulate your feedback; think carefully about the words you will use.
- ✓ Own the feedback: "I think ... "I observed ...
- ✓ Don't overwhelm them with too much Developmental Feedback. **Two or three things** to work on is plenty for most people.
- ✓ Give feedback **as soon as possible** after the task or activity has been completed – otherwise they (and you) probably won't remember.

And a few things "Not to Do":

- X** Don't use jargon/clichés such as "you need to use your antennae more"
- X** Don't revert to criticism.
- X** If it is a perception or opinion based on what you saw or heard do not state it as fact.
- X** Finish the developmental feedback with expressions like, "apart from that it was fine" "generally though it was great" as this reduces the impact and the learning.