

Effective Feedback

Adapted from University of MD College Park Human Resources at:
www.personnel.umd.edu/OrgDev/PrdWebPage/performance_feedback.htm

KEY ELEMENTS OF FEEDBACK:

DESCRIBES BEHAVIOR - Feedback should address the specific action or behavior you are trying to recognize or change.

SPECIFIC - Feedback must be detailed and individualized for the specific person whom you are addressing.

NON-EVALUATIVE - When providing feedback, one must not respond to the personal worth of the person.

TIMELY - Feedback should be well timed. It should be given as close to the event being addressed as possible.

EMPATHETIC - Feedback should acknowledge the feelings of both parties in the discussion.

ACTION PLAN - Feedback should specify the new actions to be taken.

USING “I” STATEMENTS:

When giving feedback, say “I think..,” “I would..,” “I get..,” “I feel...,” “I felt...,” “I’m feeling...,” “I am...,” or “I was...”.

CHOOSING WORDS CAREFULLY:

- Use “I-statements” (Instead of “you-statements”).
- Express thoughts, feelings and opinions reflecting ownership (Instead of denying ownership, being passive or indirect).
- Use clear direct requests when you want others to do something (Instead of hinting, being indirect, or assuming).
- Use positive body language.



THERE ARE TWO IMPORTANT PRINCIPLES TO REMEMBER IN PROVIDING FEEDBACK:

- Both positive and corrective feedback should be given as close as possible to the relevant experience
- The learning and development from feedback is best when documented

GUIDELINES FOR GIVING FEEDBACK:

Positive feedback is defined as feedback to someone who has done something well and deserves praise for his or her efforts. In providing positive feedback, the following general rules apply:

1. Respect the individual's privacy by choosing a time and place to speak without interruptions or being overheard.
2. Clearly describe what the behavior that deserves praise.
3. Express personal appreciation and explain how the behavior improves everyday needs.
4. Ask if there are work-related challenges the individual may need help with.
5. Follow-up in the future to see if the challenges have been addressed.

GUIDELINES FOR GIVING CORRECTIVE FEEDBACK:

Corrective feedback is providing feedback to someone who requires some corrective actions to improve his or her abilities. Good corrective feedback is constructive and motivational. When providing corrective feedback, the following general rules should be followed:

1. Respect the individual's privacy by choosing a time and place to speak without interruptions or being overheard by others.
2. Focus on the issue, not the individual. Avoid personalizing feedback or linking the challenge to the individual. Use phrases such as "Our project is two weeks behind, I'd appreciate your input concerning how to bring it up to date," rather than "Chris you're delaying the project."
3. Identify the challenge and its affect on the team or project as a whole.
4. Ask for help in addressing the challenge and discuss the ideas he or she offers.
5. Reach agreement on specific actions each person will take to solve the problem. Confirm this agreement by creating a specific time frame to complete action.
6. Schedule a follow-up meeting to examine the effectiveness of these actions.
7. Attempt to leave the person motivated to perform better.

