

CHARACTERISTICS OF EFFECTIVE FEEDBACK

Effective feedback is:

S	Specific: Be specific in your description of the feedback; so that you do not generalize or use ambiguous language. “You’re great” is less specific and meaningful than “When you took the initiative to add the table of contents to my report, it really helped me to be better organized for the meeting.” “You’re rude” is less specific and meaningful than “I noticed that you interrupted me three times in our meeting today”.
M	Measurable: Feedback is measurable when it targets a specific behaviour that the other person can readily identify.
A	Attainable: Feedback is attainable if the other person has the tools, resources, training, or information in order to continue or change the behaviour.
R	Relevant: You should be able to relate all feedback to the work-related, performance impact it has on you, the team, or the organization. You can often relate feedback to a competency or a performance goal/objective agreed upon by the team.
T	Timed: Feedback should be given as close to when the behaviour occurred as possible. If it’s a positive behaviour, you want to encourage the other person to continue it as soon as possible (otherwise they might not continue it, thinking it is not important or valued by you). If it is not positive, you want to let the other person know so that you can decide together on alternatives.

So that all parties involved can:

G	Genuine: The receiver of feedback will know if the feedback is genuine and sincere. <i>How?</i>
R	Rewarding: The feedback process should be rewarding (useful; positive) to both parties.
O	Owned: Effective feedback is ‘owned’ by the person delivering the feedback. Use ‘I’ statements in your feedback delivery.
W	Welcomed: You’ll know that you have a healthy feedback culture when you and others welcome the feedback information. Remember to keep your feedback targeted at helping individuals be more effective and successful.

GIVE FEEDBACK

Begin with stating your PURPOSE asking PERMISSION; then keep it

Behaviour Relevance Invitation End Follow-up

Purpose/Permission – open your dialogue with a statement to ensure that the other person is prepared to receive the feedback information

Behaviour – describe the behaviour clearly and specifically.

Relevance – link the behaviour to a competency, work outcome, performance standard, etc. Reinforce the value of the behaviour to the organization/department/ team.

Invitation – allow for the employee to respond to your feedback.

End – end with an expression of appreciation and encouragement.

Follow-up – provide ongoing feedback where appropriate.

Example #1:

Hi John! I have some feedback that I would like to share with you; is now a good time?
(*Wait for a positive response, or set up an alternate time to meet.*)

In our staff meeting yesterday, you said ‘That’s a great idea!’ after I presented my suggestion about how to proceed with my project; even though you and I had previously disagreed about how the approach. That gave me the confidence I needed to move forward and ask for the resources I need to complete my project plan.”

Showing that kind adaptability and support really builds trust and enhances our teamwork.

What do you think?

Thank you!

(*Follow-up, and periodically remind the other person about the value of this positive behaviour.*)

GIVE FEEDBACK Continued...

Example #2:

Hi Jane! I have some feedback that I would like to share with you; is now a good time?
(Wait for a positive response, or set up an alternate time to meet.)

This morning you were 20 minutes late for our performance planning meeting.

I felt very rushed in the remaining 10 minutes we had together. I am not feeling confident about the decisions we made in that time frame.

What's your perspective?

(Engage in a dialogue with the other person; listen to her/his perspective and decide together on an action plan for moving forward.)

Thank you! I am glad we have scheduled another meeting to go over the plan more thoroughly. I know that will make a difference to my confidence and, ultimately, my success.

(Follow-up, by telling the other person about the positive difference you notice.)



FEEDBACK EXERCISE

Purpose/Permission:

Behaviour:

Relevance:

Invitation:

End:

Follow-up:

Purpose/Permission:

Behaviour:

Relevance:

Invitation:

End:

Follow-up:



RECEIVE FEEDBACK

“Feedback isn’t absolute truth, but it is truth for the person delivering it.”

Gene Early

- **ASK** for feedback regularly. Listen carefully and ASK questions to clarify your understanding.
- **ACCEPT** feedback graciously. Learning how others experience you is a great gift in your personal development journey. Remember, they are telling you about THEIR experience of you, so you can be curious and not defensive.
- **APPRECIATE** those who provide you with feedback with a ‘thank you’. If you want them to do it again, make sure they know that it is valuable to you.
- **APPLY** the feedback that is useful to you into how you behave in the future. Follow-up to ensure that any changes you make are noticed and valued by feedback providers.

Who can you approach to ask for feedback about you?

RECEIVE FEEDBACK

Some key points to keep in mind about receiving feedback are:

LISTEN CAREFULLY

When feedback is delivered to you, it might not be delivered effectively. Instead of getting caught in a defensive trap, ask questions to help you determine the exact behaviours being described.

Remember to listen with your eyes and your ears...the other person might be giving you feedback without really saying anything (with their facial expressions). Ask for clarification if you are unsure about a nonverbal cue you are getting.

GATHER ADDITIONAL INFORMATION

When you hear feedback, check it out with others that you trust will provide you honest and accurate information. The more you hear the same feedback, the greater the potential is that you are becoming aware of a significant strength or development opportunity for yourself.

REMEMBER THAT FEEDBACK IS INFORMATION

When people give you feedback, it is really just information about how they perceive or experience your behaviour. There is no need to be defensive, since people are merely telling you about their experience of you.

APPRECIATE FEEDBACK

Always thank the person providing you with feedback. They really are providing you with an incredible gift in your personal development journey. The more you appreciate the feedback, the more likely you will get it (and the more likely others will appreciate hearing feedback from you!)



RECEIVE FEEDBACK TEMPLATE

START WITH A THANK YOU!! Then check for ...

BEHAVIOUR **R**ELEVANCE **I**NVITATION **E**ND **F**OLLOW-UP

‘THANK YOU’

Behaviour: If you are not hearing the person describe a statement of behaviour, ask for it specifically.

‘What specifically did I do/say, or not do/say?’

Relevance: If it is not clear or has not been stated, ask for the work-related relevance or impact.

‘How does this behaviour impact... your/ the department’s/the organization’s ...success?’

Invitation: This step allows you to respond with additional information you might have for the other person. Or you can ask for additional feedback.

‘Is there anything else that I can do to have a positive impact?’

End: Ensure that you end on a positive note and encourage the other person to continue to share feedback with you.

‘Thank you again for sharing that with me. Your comments are meaningful and very much appreciated.’

Follow-up: Check in with the person/others to ensure the ‘old’ behaviour is continuing to work positively or that the ‘new’ behaviour is working effectively.

‘How is it working for you now?’ ‘How has that been going from your perspective?’ ‘How is our relationship in your view?’

