

## QUICK TIPS – *GIVING FEEDBACK*

Many managers avoid providing feedback, because they are uncomfortable with the process and believe that it will lead to conflict. Your job as a manager is to optimize performance and ***giving feedback*** is one of your most powerful tools.

***Focus on the problem, not the person.***

### FIVE STEPS

1. State that you want to say something positive and constructive.
2. State what you have observed, specifically in the situation.
3. State the effect of the behaviour or action you have observed.
4. Ask for a positive reaction or response to your feedback.
5. Seek ways to improve the observed situation and solve the problem.

### GIVING FEEDBACK

- ◆ ***Think*** -- what is it that I want to say; what is the message I want to convey?
- ◆ ***Plan*** -- what is the best way to communicate the message with this person?
- ◆ ***Focus*** -- what is the specific behaviour or action that is at the heart of the discussion?
- ◆ ***Arrange*** -- when is an appropriate time and place for the feedback discussion?
- ◆ ***Prepare*** -- to listen to the other person. There are many perspectives.



## HIGHLIGHTS

- ◆ Focus on behaviour that can be changed.
- ◆ Be specific to one event.
- ◆ Feedback is best received and given close to the event that prompts it.
- ◆ The feedback process is a skill you can improve – both in giving and receiving.

## REMINDERS

- ◆ Giving feedback is not an exercise in aerial bombardment.
- ◆ Be prepared to *“practice what you preach”*.
- ◆ Giving feedback is a commitment by you to help improve the other person’s performance.
- ◆ There is always a *“personal”* element – it is, after all is said and done, about another person’s behaviour or performance.
- ◆ This process takes time and preparation – give it both.
- ◆ You demonstrate your respect for the other person when you invest in the process to improve their performance.

## BENEFITS

Providing timely and constructive feedback will result in:

- ◆ Reduced frustration and conflict
- ◆ Improved performance
- ◆ Positive work environment

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