

## Tips for Giving Effective Feedback

To successfully engage in the feedback, individuals must view the experience as a development opportunity designed to either reinforce or redirect their performance and be open to what they might learn about themselves. Planning how and when you give feedback will more likely result in greater cooperation from employees, more open and honest communication, less defensiveness, and a greater willingness to problem solve.



### When preparing to give feedback ask yourself:

- Can I identify and accurately describe the behaviour(s) or performance I want to redirect or reinforce and its effects on others in the organisation?
- Do I have detailed examples of the act and its effects that I can use to support my descriptions?
- Is the other person open to receiving feedback from me?
- Have I put off giving this feedback for a long time?
- Have I given myself enough time to prepare the feedback?
- Can I identify and describe the results that I hope my reinforcement or redirection will produce?
- Does the person receiving the feedback understand my expectations of his/her performance?
- Is the person receiving the feedback really responsible for the act in question?

### Guidelines for Giving Feedback

- Create rapport with the individual
- Don't inflict feedback
- Be clear about the reasons for giving feedback
- Target the performance, not the individual's personality
- Give relevant examples of good and poor performance
- If feedback is critical, concentrate on present then future performance
- Avoid rehashing past performance
- Put the feedback in context
- Be specific and make it timely
- Apply empathic listening and maintain a dialogue
- Ask for the other person's reaction and ideas on how to improve performance
- Speak for yourself unless it is appropriate to include feedback from others
- To avoid defensiveness, use 'I' statements rather than 'You' statements; for example, "I observed/saw that you were very abrupt with the customer" instead of "You were very abrupt in your dealings with the customer..."
- When giving positive feedback - praise unconditionally – no 'buts'
- Problem solve with the individual on how to improve their performance
- End the feedback session on a positive note