

Tips for providing performance feedback

Giving feedback is one of the most important, and most challenging tasks all managers and supervisors face.

Giving feedback effectively

Prioritise

1. Limit your feedback to the most important issues.
2. Consider how you would respond to the same feedback.

Concentrate on the behaviour, not the staff member

1. Start the conversation by discussing the staff member's performance, how you feel about it and finish by stating what level of performance you require.

Balance the content

1. Initially provide comments on specific strengths and what the staff member should continue to do. Then identify specific areas which need improvement, and how to make those improvements.
2. Finish with a positive statement.

Be specific

1. Don't generalise.
2. Use actual examples of work that have been undertaken.

Be realistic

1. Focus on what can be changed or improved by the staff member.

Be timely

1. Be prompt with your feedback. Don't delay as the impact can be lost.
2. Communicate your feedback at an appropriate time.

Offer continuing support

1. Follow up on feedback that you have provided.
2. Be available for your staff member.

Receiving feedback effectively

Listen

1. Don't interrupt. Listen to what is actually being said.

Be aware of your non-verbal responses

1. Don't look distracted or bored. It can send a negative message and create barriers.

Be open

1. Be receptive to new ideas and different opinions.

Understand the message

1. If necessary, ask for clarification.
2. Repeat key points to ensure you have interpreted the feedback correctly.
3. Before responding to feedback, make sure you understand what has been said.

Reflect - Decide what to do

1. Consider the consequences of using or ignoring the feedback you have received.

Follow Up

1. You may need to arrange another meeting to discuss feedback.
2. Follow up can include implementing suggestions you have been given.

SBI - Situation, Behaviour, Impact

Consider using SBI to give non-judgemental feedback:

1. **Situation** – describe the situation. Be specific about when and where it occurred.
2. **Behaviour** – describe the observable behaviour. Don't assume you know what the other person was thinking.
3. **Impact** – describe what you thought or felt in reaction to the behaviour.

Three key points

- ❖ Feedback should be specific and fact-based.
- ❖ Feedback should be “wise” and focus on the staff member’s development.
- ❖ Feedback should be ongoing and not a one-time event.