GUIDELINES FOR GIVING CONSTRUCTIVE FEEDBACK

1 **Do it Often**

Virtually no-one thinks they get enough feedback, because virtually no-one gives enough.

> **65% of employees said they wanted more feedback, while 58% of managers think they give enough. The gap was even wider among young managers at small companies.**
>
> *Recent poll conducted by Rypple*
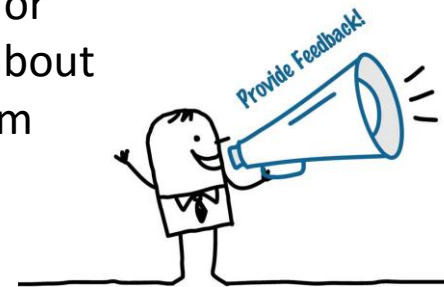
2 **Put it in context**

Before you give feedback, provide the context it refers to. For example:
'Could we talk about the report you completed yesterday…'

3 **Be Specific**

About what went well and/or what didn't, for the individual or the team. Make sure you have your facts right, or be open about the fact that it's a general impression over time, or input from others that you need to check out with the individual.

Provide Feedback!

A study of 291 organizations in the U.S. and Canada by research company Leadership IQ revealed these sobering findings:

- **65%** of employees say that when their boss criticizes performance, they don't provide enough useful information to help employees correct the issue.
- **66%** of employees say they have too little interaction with their supervisor.
- **67%** of employees say they get too little positive feedback.

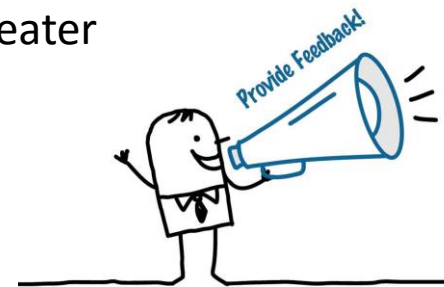**4** **Avoid the Feedback Sandwich** (Good-bad-good)

It comes across as disingenuous and predictable and dilutes the impact of good feedback. Try to describe actual behaviours and outcomes and build on the positive.

5 **Focus on the impact of the Event**

What it was and in relation to whom – in order to explain why it is important.

6 **Praise the Individual's Strengths**

Constructive feedback should motivate and there are few greater motivators than being told that you are a wonderful person.

Provide Feedback!

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Don't wait until review time…….

"31 percent say they receive constructive feedback and praise only at their annual reviews or other pre-scheduled performance review dates"

Open Forum

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7   Positive Feedback Should Outweigh the Negative

As it has a more predictable impact. Tell people what they are doing well and they are likely to repeat it. The ratio of negative to positive feedback in primary schools is 19:1 -and it shouldn't be. It is likely not to be much different in many organisations.

8   Offer Individuals the Chance to Consider, Before They Respond

Let the individual reflect and agree to talk about it again at a specific future date.

9   Don't Let Your Personal Prejudices Get the Better of You

Remember, you are giving feedback for the other person's benefit and not to vent your own spleen.