

Giving feedback

Positive feedback

- Start with what the employee has done well. What are their achievements? Where have they put in special effort?
- Involve the employee in the discussion and ask questions about how they achieved these results.

There are four steps to follow when giving praise: “P.E.A.R.”

P: Praise the performance appropriately. What have they done well? What benefits did this bring to the business, team or other employees?

E: Provide specific **examples** linked to the achievement or effective use of their competency.

A: Ask for their views about what was involved and how they did it. Listen carefully to the response.

R: Reinforce the performance by asking how the employee might be able to repeat the use of these skills or strengths in the future.

Developmental feedback

- Focus on addressing developmental needs positively, with the emphasis on the future.
- Ask the employee to review their own developmental areas first, rather than leading on these yourself.

There are five steps to follow when discussing development: “C.E.D.A.R.”

C: Give **context** and start the discussion by explaining the importance and impact of the feedback.

E: Provide **examples** and explain why this area is important to develop. Illustrate this with specifics.

D: Diagnose the cause jointly: explore their view of the situation fully and jointly explore the reasons why it did or did not go well.

A: Ask the employee what actions they might take in the future. Do not provide your own suggestions too early.

R: Set a date for **review**. When will these actions be followed up?

What to do when giving feedback:

- Remember you get more out of people if you are sensitive to their situation and treat them as adults.
- Try to imagine how you would feel if you were on the receiving end.
- Make your feedback honest and fair.
- Balance both negative and positive messages.
- Point out weaknesses, but always try to emphasise strengths as well.
- Aim for clarity.
- Keep criticism simple and constructive.
- Choose the appropriate time and place as well as the appropriate tone and language.

- Encourage people to take responsibility for their own development.
- Recognise that you will be taken as a role model, so practise what you preach.

What not to do when giving feedback:

- Be quick to disagree or argue.
- Be overly critical.
- Be distant or aloof.
- Interrupt repeatedly.
- Ignore comments, ideas or feelings.
- Avoid asking questions at all.
- Appear to be in a hurry to finish the session.