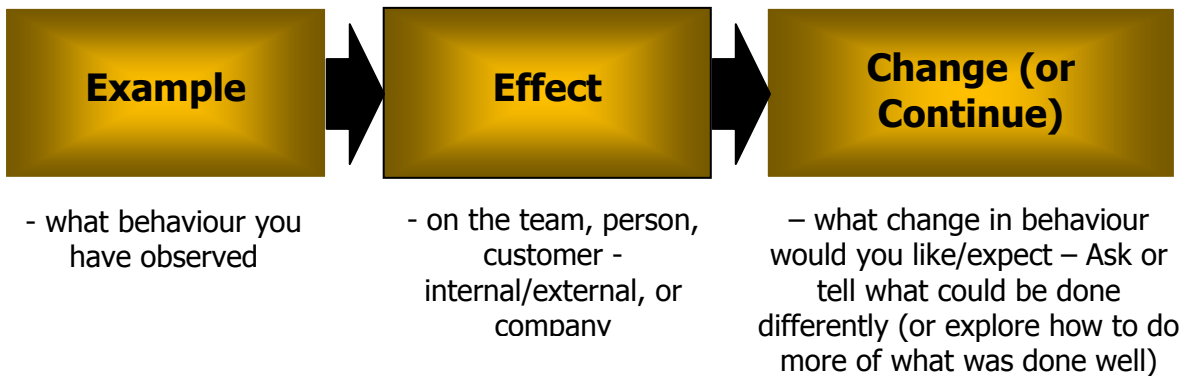


Giving & Receiving Feedback

“Most people, for most of the time, are starved on feedback and are left to operate on the basis of ‘no news is good news’. This is worrying because feedback is an essential ingredient if performance is to be maintained - let alone improved” **PETER HONEY**

When Giving Feedback

Use the 'EEC' model:



Example:	George, this spreadsheet you supplied me for the meeting had 3 mistakes.
Effect:	We had to waste time manually calculating the figures.
Change:	How can we improve things for next time?

Example:	Jane, in that job you did for us last week, I've had 2 complaints from customers. One said that And the other complained about.....
Effect:	It makes our team look very poor to customers. We can't afford to lose any business over things like this
Change:	What do you think we can we do to rectify the issue as soon as possible?

Of course, feedback can be positive as well as negative:

E:	Fiona, you did a great job in the way you presented that proposal to the customer.
E:	We got the order for 25 machines and we've smashed our target.
Continue:	I'd like you to coach Bill in the way you presented.

When giving your feedback, bear in mind the points below:

	Good example	Bad example
Own the feedback and give it directly	'I thought that.....'	'They said it was.....'
Concentrate on the behaviour not the personality	'Several times you interrupted John	'You were bossy and dominating'
Be specific, objective and accurate	'You ignored all my comments which really frustrated me'	'You didn't listen to anyone'
Be timely – but be sensitive with this if the person is upset	'In the meeting yesterday you...'	There was a time last Christmas when you...'
Only criticise things which can be changed	'It would be helpful if you spoke up more in meetings	'You've got a really squeaky voice!'
Give suggestions for development	'How about you move into the group more'	'No-one can see you back there'
Be motivational	'I know you can do this'	'There'll be trouble if you don't...'
Do not ignore the negatives	'I'd prefer you to look at me when I'm speaking'	'It was mostly OK'

It may of course be that you have good news for someone. If this is the case give the feedback openly without any catch:

Be motivational with good news too!	'That was a great job you did on that section, well done.'	'...I'll tell you if I'm unhappy, otherwise everything's OK'
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When Receiving Feedback

- If you are not comfortable with a suggested feedback venue, suggest a place to meet where you'd feel at ease. E.g.: "I understand you need to speak to me but I am not comfortable here – can we go to"
- Listen carefully to what the other person is saying and to what they are not saying
- Clarify anything you do not understand e.g. "Can you give me an example of" ; "So what you are saying is that"
- Do not take information at face value; ask questions to probe specifics e.g. "When you say that the customer wasn't happy, what exactly was the problem?"
- Try not to be defensive when receiving feedback – sometimes people don't deliver it particularly constructively – due to a lack of skills, pressure of other things, lack of time, moods and temperament, etc.

- Don't take 'negative' feedback out of context. See it as a positive opportunity to improve and develop – remember that Chief Executives get criticised too!
- Acknowledge the feedback and thank the person for giving it to you. This does not mean that you are agreeing with it but recognising that the person has taken the time to give it to you. e.g. : "Thanks for taking the trouble to tell me this. I hadn't appreciated that I came across in that way"
- When receiving positive feedback don't just brush it away by saying something like "oh, it's just my job..." Listen fully, say "thank you", and think how you can use it to do more good work.
- Change your way of doing things if it is warranted, however 'one swallow doesn't necessarily make a summer'. If need be, get a second opinion.

"If one person says that you are a horse, smile at them. If two people say that you are a horse, give it some thought. If three people say you are a horse, go out and buy a saddle!" **PROVERB**

For related topics see Top Tips:

- **Assessing**
- **Mentoring**
- **One-to-One Meetings (OTOMs)**
- **PDR**