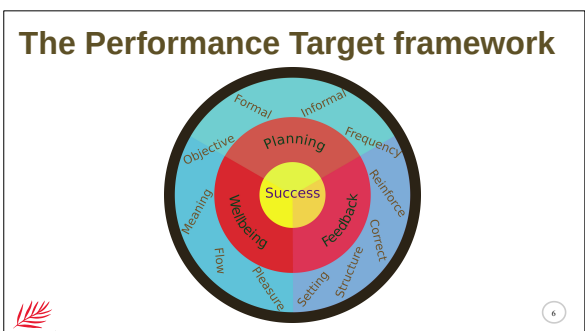
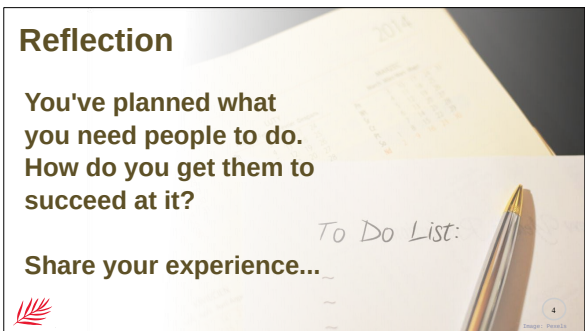
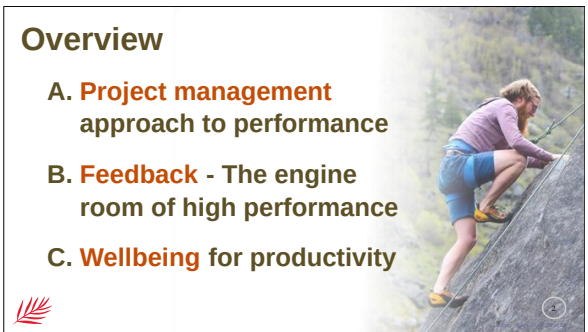
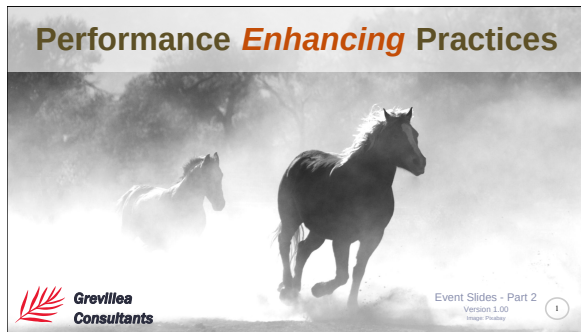




Part B

Feedback

The day to day driver for high level performance





The value of feedback

What it is and how it's valued

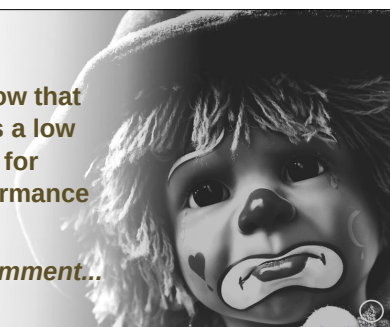




Challenge

Evidence show that feedback has a low success rate for getting performance results

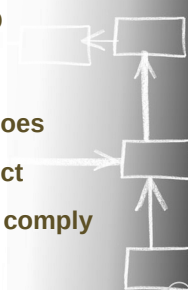
Comment...





Feedback is different to other conversations

- Focuses** on what someone does
- Intends** to reinforce or redirect
- Expects** following actions to comply





Value of feedback

Researchers found **candid, insightful feedback** is in the top three things people find relevant for their professional development

(McKinsey & Co., War for Talent survey, 2000)

The other two were:

- Great senior role models
- Building skills to boost career prospects





Accessing feedback

How people seek it and its cost and value





Access to feedback

People want it, so how do they get it?

Comment...



Two sources of feedback

Peers

Supervisors

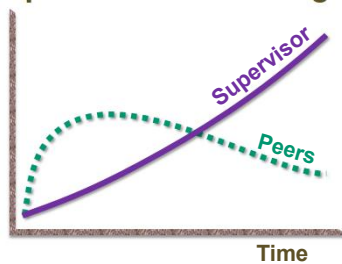


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Image: Wikimedia commons

Value of supervisor feedback grows

Benefits of feedback



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Two ways to get feedback

Seek it out

Monitor for reactions

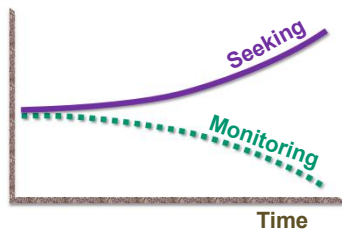


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Image: Wikimedia commons

Seeking feedback costs more than monitoring for it

Costs to the person seeking feedback



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Types of feedback

What it focuses on and its effect



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What are we saying?

What is the meaning of the terms “**positive feedback**” and “**negative feedback**”?

Comment...



Clarify terminology

Literature

Us

Positive **Reinforcing**

Negative **Redirecting / Correcting**

Discipline **Consequences**



Redirective effect

Redirective (negative) feedback only **clarifies expectations**

Comment...



Relationship effect

Redirective (negative) feedback **does not worsen** the relationships between supervisor and team-members

Comment...



Improvement

Reinforcing (positive) feedback clarifies expectations and **improves performance**

Comment...



It's all good

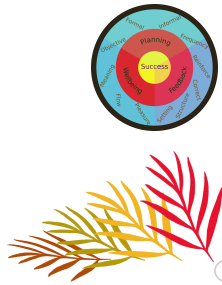
All feedback should be positive, whether reinforcing or redirecting / correcting.

Comment...



Organising feedback

A planned and integrated approach



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Remember the basic principle

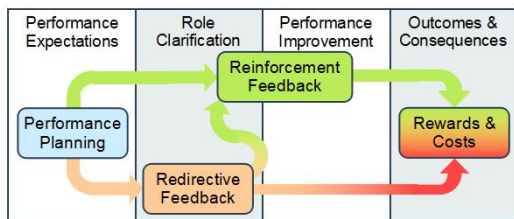
The role of the supervisor is to make everyone succeed.

So we act to help them succeed.



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Put Feedback within a Framework



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Give feedback frequently

Evidence indicates around once a week is best



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Link feedback to incentives

Feedback with incentives is more effective than feedback without them

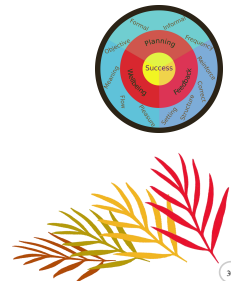
Comment...



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Relationships and feedback

Feedback happens in the context of ongoing relationships



30

Affects the message

When the prior relationship is poor the recipient hears feedback as a statement about the relationship, not about their performance



Liking affects delivery

Liked people get less feedback overall, including reinforcing (positive) feedback.



Disliking affects delivery

Disliked people get more redirective (negative) feedback, regardless of whether their performance is good or poor.



When and how to deliver feedback

Feedback happens in the context of ongoing relationships

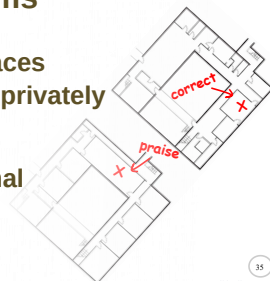


Use different forums

Public and private spaces

- Praise publicly and privately
- Correct privately

Use formal and informal processes



Allocate time and effort

Plan and track when and how you give people feedback

Set out to catch people doing the right things right!



FOCUS and keep it simple

- F**ocus - address one thing at a time
- O**bserve - have data and facts, not opinions
- C**onsult - check with them what's happening
- U**nite - work together to improve things
- S**core - keep track of progress



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Review handouts

- Key elements and method
- Feedback conversations



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Communication matters

*Structure, language
and style affect
feedback*



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Use an open sandwich

Avoid the closed feedback sandwich.



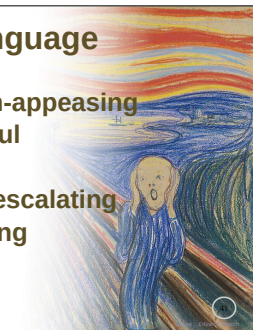
Open Sandwich { Positive Negative Positive } Closed Sandwich



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Use constructive language

- Non-threatening & non-appeasing
- Sensitive and respectful
- Inclusive
- Non-catastrophic nor escalating
- Factual, not generalising



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Avoid flawed feedback

- Attacks the person rather than address behaviour
- Vague or abstract assertions
- Without illustrations
- Ill-defined range of application
- Unclear impact & implications for action



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Answer their questions

People generally have these questions about their performance

- Where am I going (goals)?
- How am I going (progress)?
- Where to next (method)?



Resources

Accessing the material from this session



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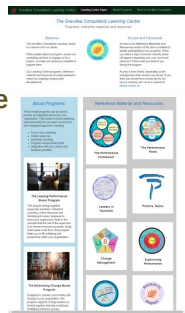
Resources

Notes, reference material and templates are available on the learning centre.

Access via:

www.grevilleaconsultants.com.au

Use the login and password provided



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Performance *Enhancing* Practices



**Grevillea
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Event Slides - Part 2
Version 1.00
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