



Giving Effective Feedback

Successful business owners do not accept failure but transform problems into opportunities to learn and grow.

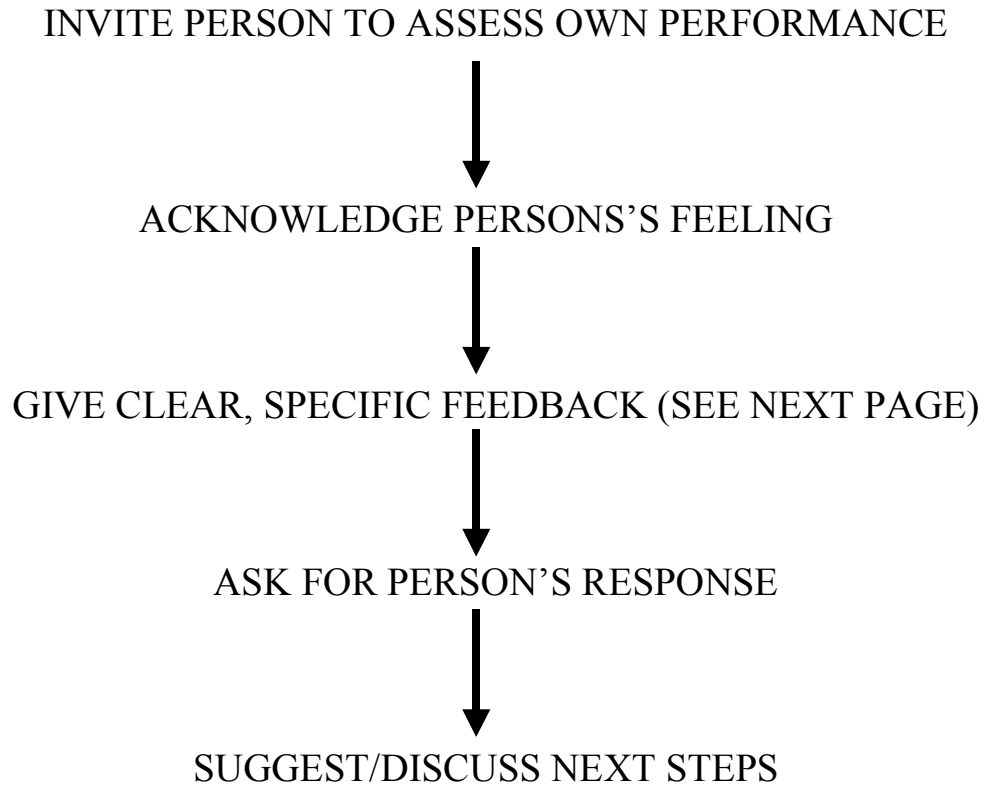
A key to this transformation is giving and receiving effective feedback. Giving effective feedback will help you and your people to learn, grow and change. The following page shows an effective model for giving feedback.

As a business owner it is your responsibility to create an environment where giving and receiving constructive feedback is the norm. Effective teams regularly exchange feedback between all members. Giving feedback should not be a once or twice a year activity but rather a continual process.

Make sure to be well prepared when giving feedback: Keep a file for each employee with specific examples and prepare notes for the 'feedback meetings' and practise giving feedback in role plays with your coach.

Use and practice the following guidelines for giving effective feedback. Remember, the way you give feedback determines whether it is accepted and acted upon!

A SIMPLE FEEDBACK MODEL



GUIDELINES FOR GIVING FEEDBACK

- (1) Use the Sandwich Strategy:**
 Something positive ("You did a great job with the presentation this morning.") (2) Something to improve ("I don't think you answered Maria's question very well because.....") (3) Something positive ("Your finish was very punchy!")
- (2) Feedback should describe behavior, not judge a person.**
 NOT: "You are stupid." BUT: "I thought the comment you made to Jo was not thought trough."
- (3) Feedback should be constructive not negative.**
 NOT: "You screwed up!" BUT: "Well, that did not go well at all, what can we do to improve the situation?"
- (4) Feedback needs to be factual, specific, accurate and not vague.**
 NOT: "That presentation was useless!" BUT "Your presentation does in my opinion not communicate our product's benefits effectively. In particular slide 5, 7, 9 need to be cleaned up."
- (5) Feedback should be about behavior the person can change, not about situations outside the person's control.**
- (6) Feedback should be prompt. The best feedback is in 'real time' when both sides can recall the context of the situation.**

And remember: Praise in public and criticize in private!

MAKING SUGGESTIONS

A lot of people react negatively to advice, feedback and suggestions. Often advice and ideas are rejected because the person feels no ownership of them and sees this as a threat, or as imposed solutions. Therefore:

- Encourage your people to actively seek out feedback from co-workers and clients**
- Do not impose your ideas upfront**
- Ensure the person has exhausted his/her ideas before you give yours**
- Provide prompt help creatively (without being patronizing):
 "What about.....? Have you thought about?"**

