

Human Resource and Diversity Management

How to give feedback to your employees?



Thomas SIMON

Assistant Professor

th.simon@montpellier-bs.com

LEARNING OBJECTIVES

- Knowing how to give feedback to your employees.
- Understanding the challenges of feedback in performance management.

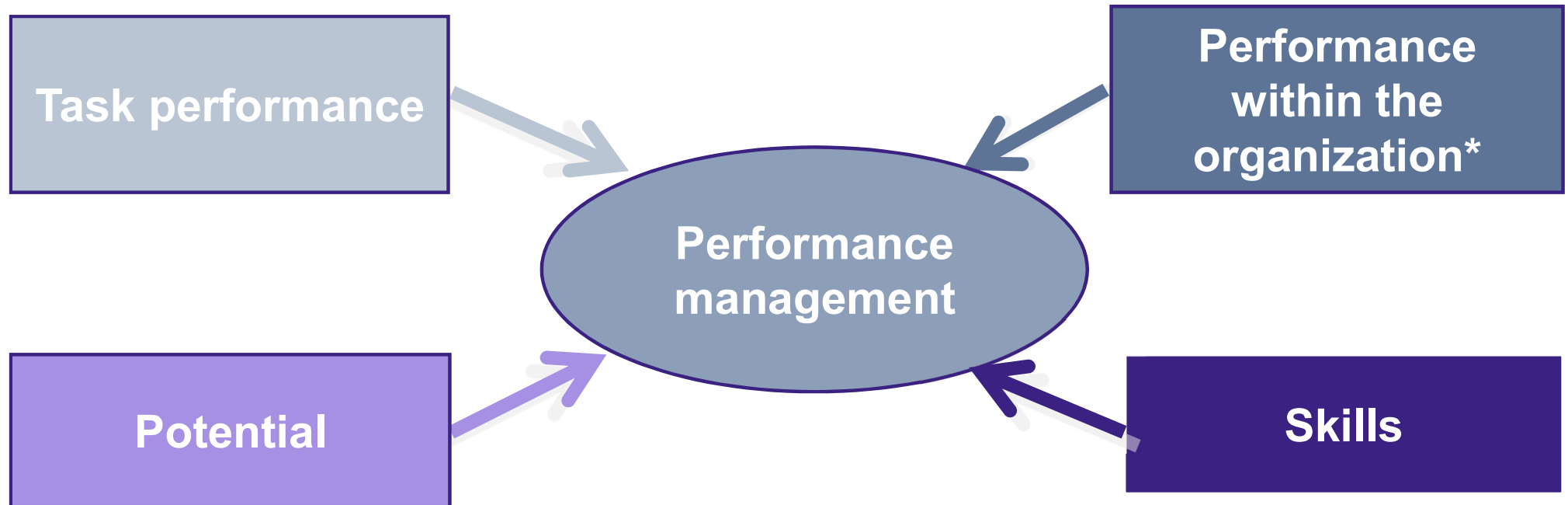


FEEDBACK: DEFINITION

- **Feedback** is a process that aims to give constructive suggestions to employees to improve their work and organizational performance.
- It can be positive or negative.
- It can come from the supervisor or from other stakeholders (such as peers).

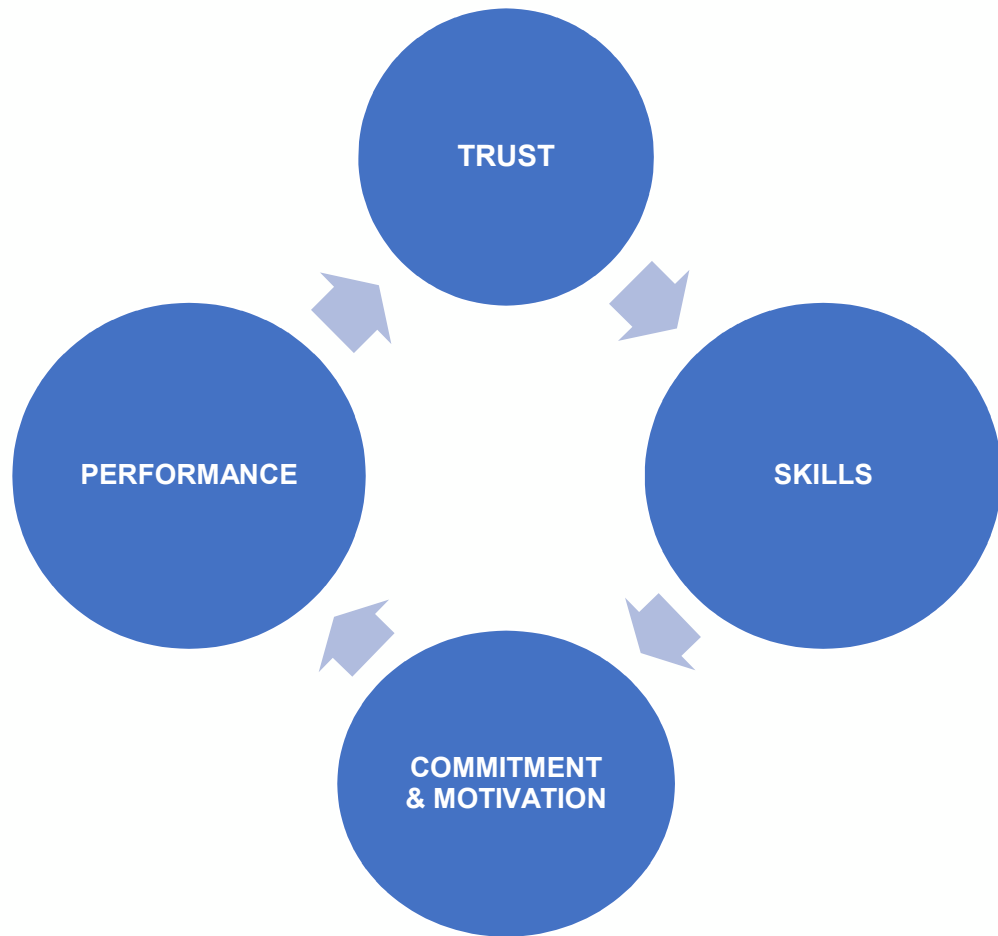


FEEDBACK: ON WHICH CRITERIA?



** Performance within the organization refers in particular to organizational citizenship behaviors (mutual aid, solidarity, defense of the company's image, etc.)*

WHY PROVIDE FEEDBACK?



- Feedback builds **trust** between the manager and his subordinates.
- It develops the **skills** of subordinates.
- It strengthens **commitment**.
- It produces **performance**.
- Research shows that one of the best ways to motivate employees is to give them **regular feedback** on their work and performance. Highlighting employees' strengths (positive feedback) helps to produce a sense of accomplishment and self-determination and motivates them.

PROVIDING POSITIVE FEEDBACK

- According to a study conducted by Marcial Losada (Chilean psychologist) and Emily Heaphy (American academic) in 2004, on average, an employee ideally needs **6 positive feedbacks** for each negative feedback received.



HOW TO PROVIDE FEEDBACK?

- **Stay calm.** Control your emotions.
- Practice **active listening**.
- Focus on the **employee's behaviors** and not on the person.
- Give **concrete examples**.
- For example:
 - “Jade, you are not motivated!” NO
 - “Jade, you turned in your last reports late. In addition, you didn't participate in the discussions at the October 15 meeting. How do you explain this?” YES
- Open up to **action**.



GIVING NEGATIVE FEEDBACK IS IMPORTANT WHEN...

- It allows to give a **warning** and when the performance problem can still be managed.
- It clarifies the behaviors and undesirable consequences of a decision or action.
- It focuses on behaviors that can be changed.
- It comes from a **credible source**.
- It is supported by **objective and accurate data**.



CONCLUSION: WHAT IS CONSTRUCTIVE FEEDBACK?

- It doesn't judge people.
- It is precise and concrete.
- It gives recognition in all its forms.
- It is based on empowerment and the search for self-determination.



