|  |  |
| --- | --- |
| **High Quality Feedback** | **When Not to Give Feedback** |
| 1. For the Benefit of the participant 2. Constructive 3. Owned by the deliverer | 1. When the emotions are heightened 2. When you don’t have enough time to really explain and discuss the feedback 3. If your intention is anything other than helping the individual improve his/her performance |

There are three steps that you need to follow when giving feedback.

**Step 1: Observe the individual's behavior**

You should observe the behavior directly, but without hovering around looking for errors. When observing, withhold assumptions and don't jump to conclusions.

**Step 2: Plan when and where to give feedback**

Feedback should always be given in person rather than through an intermediary. You should give feedback as soon as possible and, typically, both positive and corrective feedback should be given in private within a work setting. When giving feedback in a group setting, such as a classroom, be sensitive, don't single anyone out, and give it with the intention of helping everyone to learn.

**Step 3: Give feedback effectively**

Positive feedback should be specific, congratulatory, and should outline the impact of the behaviour and how this behaviour can be maintained or even improved on in the future. If possible, set a new goal for the recipient to aspire to.

Corrective feedback should be given so that it starts with a positive, then moves into the corrective criticism itself, and ends on a positive note with a view to future behaviour. You begin by providing specific and congratulatory positive feedback. Then you specify the behaviour that needs correcting in a supportive way, explaining the impact of the behaviour. It's best if this is a dialog rather than you telling them what they've done wrong and why they're getting it wrong. Finally, you end with positive supportive feedback, suggesting ways to improve. Don't just find fault. Give people solutions to work toward, so they feel positive, supported, and confident about what to do in the future.

**Effect Continue or Change to help you achieve the feedback habit.**

**Example** is the first part of our feedback model. Tell the individual what they did. Provide them with the facts and be specific. Generalities in feedback are not very effective. Telling me that I did a good job during a presentation is not helpful or does it add value for the next presentation that I do.

**Effect** is the next step. Share with the individual the effect and impact of their actions on others, the team, client. Put it into context and the big picture for the employee.

**Continue or Change is the final step.** Reinforce the positive behavior. State the change you suggest /expect. Ask the person to come up with ideas on how they could change their behavior.

The BOOST model is a feedback giving model that identifies the properties and circumstances that make feedback effective while ensuring that some typically thorny issues are discussed. B.O.O.S.T simply says that constructive feedback must be:

**B**alanced: The focus during feedback sessions should be on the areas of the receiver’s development and strengths, with a focus on how the strengths can be further leveraged. When giving “negative feedback”, be sure to include good and constructive points too.

**O**bserved: You must always base your feedback on what you have observed, rather than on what you think about it or your feelings about an issue. It needs to be supported with evidence or examples.

**O**bjective: when giving feedback, don’t refer to the personality of the receiver but only on the actions and outcomes. Remember, it’s about the behavior and not able the person. Be descriptive, not evaluative.

**S**pecific: Make sure that you back up your comments with **specific and descriptive** examples of the observed behaviour. For example, when giving a colleague feedback on a job well done by them, explain **exactly** what he/she did well.

**T**imely: Always endeavour to give your feedback as soon as possible, after the activity. Doing this ensures that you capture the observed action(s) as accurately as possible.

Begin to B.O.O.S.T up your feedback giving skills to create an environment where you and your co-workers feel comfortable giving and receiving feedback.