

Providing feedback

How to provide feedback

One of the core elements of Open Performance Development is an emphasis on asking for feedback. But this is only part of it. If people are asking for feedback but not being provided it in return then they won't be able to deliver impact, seek growth and inspire trust.

It's everyone's responsibility to respond when asked to provide feedback. This will help us cultivate a culture of feedback through Open Performance Development.

The aim of providing feedback is to present a balanced view of a person's performance from your perspective. Feedback should be both positive and constructive but always supportive and delivered with sensitivity and care.

Here are some considerations when providing feedback:



Timing

- It's important to provide feedback in a timely manner. This helps ensure that it's still fresh in your mind and the recipient can act on it quickly if necessary.
- If you have constructive feedback to provide just after a meeting/event consider if it is sensitive to provide that feedback immediately or whether it would be better to wait a day or two. If something hasn't gone well the recipient may not be in the right mindset to receive constructive feedback so soon after the event.



Medium

- Before giving feedback, reflect on the best way to provide the feedback so that it would be most useful for the receiver.
- Consider how you provide feedback – would face-to-face, virtually, in writing, or a mix of methods work best?
- Make the most of the performance development system functionality to provide feedback.



Content

Your feedback should:

- Describe how the recipient delivers impact, seeks growth and inspires trust.
- Be a balanced perspective based on your own experiences and observations.
- Always be provided with the intention of increasing opportunities for learning and growth for the recipient.
- Include both positive and constructive comments but always be supportive.
- Highlight strengths, achievements and positive results as well as constructive areas to work on and focus learning.
- Be as specific as possible when describing an instance where a person exhibited a strength or demonstrated a need for development. Give specific examples, not general statements.
- Include an offer/invitation to discuss your feedback further.
- Use coaching style techniques to help come up with solutions and ways to action feedback.

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Providing feedback can be a daunting challenge, whether it is something you've not done before or if you are experienced in doing it already. Here are some practical considerations to keep in mind:

- **How would you feel** if you were the recipient of this information? Be honest with yourself and adjust your approach accordingly.
- **Ask questions** that lead people to have insights about their performance, rather than directly telling them how they could improve.
- **Be specific** in describing the behavior. This helps to ensure that your comments are objective.
- **Use examples** you have observed where possible instead of relying on information provided by others (especially for developmental feedback).
- **Use your emotional intelligence.** Conversations seldom go as planned. Your questions may need to change as the conversation evolves. Use emotional intelligence to adapt as necessary.
- **Praise for a job well done.** If you see a positive change in behavior after you've provided feedback – praise them – this embeds the new behavior.

To make sure your feedback is meaningful and structured, you can use the CEDAR model.



Context

Set the scene. Let them know that you'd like to discuss something they've done well, or an area of development. State what this is, explain how it compares to their usual performance and the impact it has had on the team, client or member firm (as relevant).



Examples

Use specific examples to illustrate your feedback. The more specific you are the more meaningful feedback can be.



Diagnosis

Ask for the individual's view of the situation. Jointly explore the reasons for this performance. Listen carefully. What challenges were faced? Ask further questions to clarify.



Actions

Ask the individual what actions might be taken in the future to leverage their strengths or address their development areas, their knowledge or experience.



Review

If there are actions the individual would like to take set a date for review and support progress where appropriate.