

△ Feedback ▽

■ Fallacies about feedback:

- People with good experience don't require feedback.
- Positive feedback will just inflate people's egos.
- Thinking they don't really want to know.
- Competitiveness is built into us.
- The only people who hate performers are non-performers.
- It makes people angry.

■ The goal of feedback is to improve performance, while at the same time increasing morale and/or increasing confidence.

For motivational and constructive feedback to be effective it must;

- Be balanced feedback;
- Be about specific behavior, rather than an interpretation of behavior;
- Objective;
- Understandable;
- Participative;
- Be relevant to goals (for the individual, unit and agency)
- Be consistent and fair.

For constructive feedback to be effective it must:

- Follow immediately after the identification of a gap in performance;
- Fit the individual. It must create in that person the motivation to change;
- Include a discussion of actions for how to improve in areas where the gap is identified;
- Be delivered face-to-face in a private and quiet place where there are no interruptions; and
- Be well-thought out and delivered hierarchical instead of just blurted out.

Source: *Practical Coaching Skills for Managers*, ETC w/CareerTrack, 1994 and University of Pittsburgh, (2003).