*This tool provides some tips on how to provide a constructive feedback to improve your human resources management as well as the motivation and performance of your employees. You may adapt it to your business needs and employment conditions.*

**GIVING CONSTRUCTIVE FEEDBACK**

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| **How?*** Give the feedback person-to-person
* Be direct and sincere when delivering your message
* Focus on the behavior, not on the person
* Provide a balance of positive and negative feedback.
* When giving a negative feedback, use a tone of concern to communicate a sense of importance and care.
* Make use of “I” statements to clarify that you are talking about something you observed and your feelings about it.
* Avoid "need to" phrases, which imply that something that didn't go well without specifications. Providing clarity on what occurred is the aim of feedback.
* Avoid giving mixed messages. Mixed messages are referred to as "yes, but" messages. In essence, putting "but" in the middle tells the other person, "Don't believe a thing I said before." Use “and” instead of “but”.
 | **When?*** As soon as possible: as close as possible to when the performance incident occurs so that the events are fresh in everyone's minds.
* When giving negative feedback, you may want to apply a different timeline, that is, as soon as reasonable/ready. Sometimes you need time to cool off and get your thoughts in order before you give negative feedback.
* Use constructive feedback regularly to acknowledge real performance. Don't acknowledge how they are performing only once or twice a year.
* Try to catch and respond to employees doing the job right just as much as you catch and respond to them doing something not quite right.
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| **Prepare*** Clarify your purpose: ask yourself, why am I giving this feedback? To encourage continued performance, to improve performance, to correct performance or to develop a new skill?
* Take notes of the observed behavior and describe it as clearly as possible (*when and where it happened, who was involved, and what the results were*). Constructive feedback is information-specific, issue-focused, and based on observations.
* *Focus on what was said and done (actions) rather than why it was said or done (motives)*
* *Make feedback descriptive rather than evaluative and judgmental*
* Be aware of feedback overload. Select two or three important points you want to make and offer feedback about those points to improve clarity and avoid confusion.
* Be sure to keep notes on the performance feedback that you give. It helps you track what's happening in people's performance rather than relying on your memory.
 | **Manage the conversation*** Identify immediately the topic or issue that the feedback will be about.

*"I have a concern about." "I have noticed," "I feel I need to let you know." "It has been reported to me."* * Provide the specifics of what occurred. Stick to what you personally observed and don't try to speak for others. Avoid talking vaguely about what the person "always" or "usually" does.
* Explain the consequences of the observed behavior and how you feel about it. Give examples of how you and others are affected.
* Encourage the other party to give his/her side of the story. Remain silent and meet the other person’s eye, indicating that you are waiting for an answer. If the person hesitates to respond, ask an open ended question.

*"What do you think?""What is your view of this situation?"* * Ask as many questions as you need to understand the situation from the other person's perspective.
* Check whether the receiver understood your feedback by, for example, asking the receiver to rephrase the feedback.
* Request what you’d like them to do differently. Specifying the actions and timeframe.
* Whenever possible make your suggestions helpful by including practical, feasible examples.
* Ask the person what they need to attain their goal and offer support.
* Review the major points you discussed, emphasize the main points you have wanted to convey, stress the main things you've discussed that the person could do differently
* End on a positive note by communicating confidence in the person's ability to improve the situation.
* Ensure a proper and timely follow up. Did the coaching session(s) achieve the desired result(s)?
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