Giving Performance Feedback

An overview

Feedback: what and why

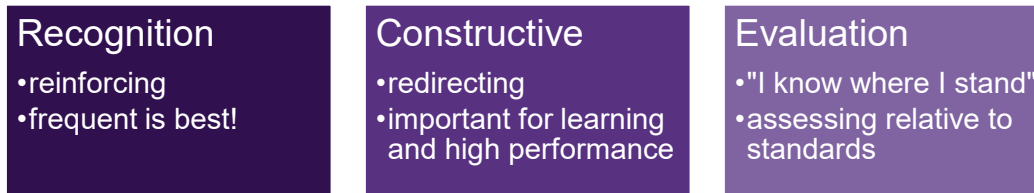Feedback is: *giving someone information about their behavior and its impact on outcomes, from your perspective.*

Making feedback a regular part of workplace conversations can:

Accelerate learning | Demonstrate Commitment | Build Trust
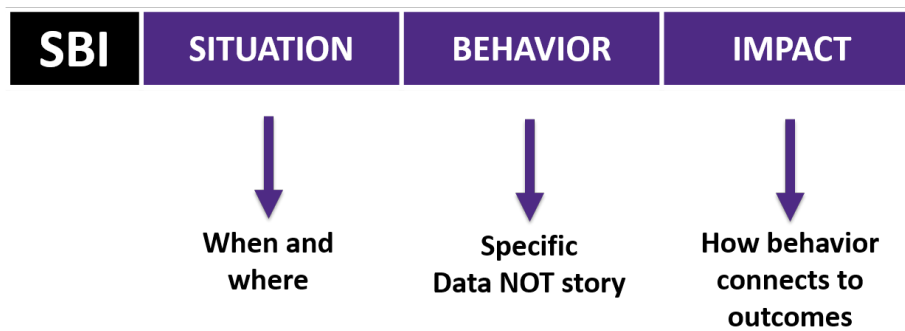
Types of Feedback

Feedback comes in many flavors, including Recognition (reinforcing), Constructive (redirecting) or Evaluation (assessment compared to standards). Which do you use most often? Which is most challenging?

Recognition	Constructive	Evaluation
•reinforcing •frequent is best!	•redirecting •important for learning and high performance	•"I know where I stand" •assessing relative to standards

Clarity

To have an effective feedback conversation, it's important to clarify the following three elements of your feedback message. What was the situation? What behavior did you observe? What impact did this behavior have on outcomes?

SBI	SITUATION	BEHAVIOR	IMPACT
	↓	↓	↓
	When and where	Specific Data NOT story	How behavior connects to outcomes

The Hard Part: Data vs Story

Can you describe the person's behavior without adding meaning or judgement? Think of watching a film, and describing what you see and hear.

Example:

Data "I noticed that you didn't speak in yesterday's team meeting, while we were discussing this important project"

**Story** "You seemed really uninterested in this project in yesterday's team meeting"

Coaching

Once you've delivered your message (SBI), ask questions to explore the issue and get to root cause. Is the individual missing a specific skill? Is there a lack of motivation (will) or are expectations unclear?

"HOW DOES THIS LOOK TO YOU?"
"WHAT ELSE SHOULD I KNOW?"

Skill

Will

Unclear expectations
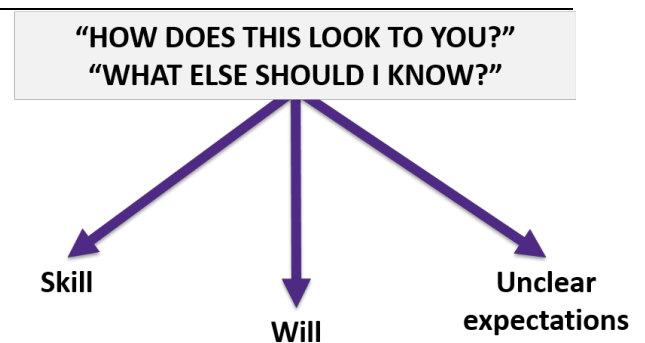
Kindness

Consider how and when to deliver your feedback. How much time has passed since the event? How much time is needed? What is your emotional state and how might that effect your tone? Find a private place and set aside time for the conversation.

When giving constructive feedback, defensive responses are possible. Take steps to minimize defensive responses by thoughtfully beginning a feedback conversation. Clearly set the stage for what you would like to discuss and start your message with "I noticed" or "I observed."

SET THE STAGE

"I'd like to talk with you about…"

START WITH "I"

"I noticed ___"
"I observed ___"

CONVERSATION
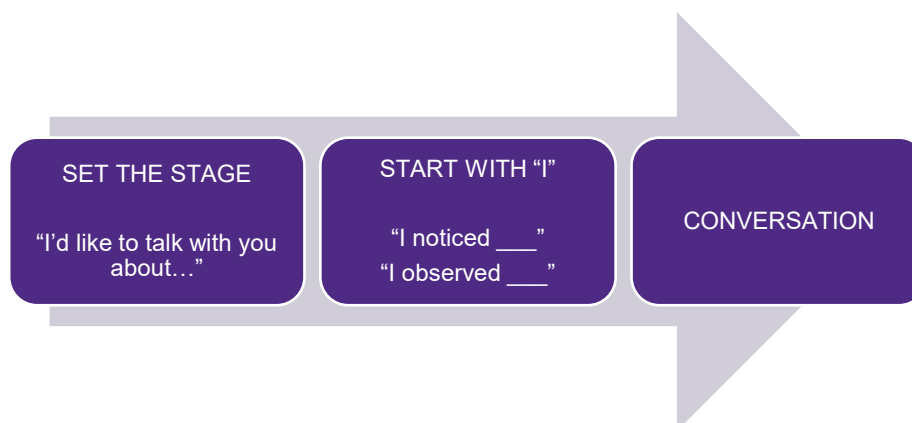
FEEDBACK MESSAGE PREP

Use this worksheet to draft your feedback message. When all elements below are included in your message, it can help ensure that feedback is clear, kind and actionable. This format works well for delivering recognition or constructive feedback.

STATE INTENT: "I'M BRINGING THIS UP BECAUSE..."

SITUATION: *WHEN AND WHERE SOMETHING HAPPENED*

BEHAVIOR: *WHAT THE PERSON SAID OR DID*

IMPACT: *HOW DID THIS IMPACT THE WORK? THE TEAM?*

PREPARE AN OPEN-ENDED QUESTION

- How does this look to you?
- What else should I know?
- What's your perspective?

OTHER

The SBI framework is attributed to the Center for Creative Leadership

Northwestern