

## Feedback.....It Can Be A Gift

Giving feedback can be difficult or at least uncomfortable. Considered and given improperly it can even impede progress. Here are a few things to keep in mind.

- A. Given with good intentions, feedback is intended to help and not hurt. It can be motivational, to encourage continuation of behaviors, or corrective, providing advice for moving in a different direction. As with any gift, the recipient may choose to accept it or not as long as the consequences are understood.
- B. Managers must be quick to provide recognition for good performance. When corrective feedback is necessary, this helps to build trust so that it might be understood as constructive rather than critical.
- C. Feedback should be given when it is most useful. This means as close to the event as possible.
- D. Performance discussions should be on-going and not just once or twice a year. Individuals are different. Some will need or desire more frequent feedback than others.
- E. Plan ahead to determine what is most important to convey. Consider the teaching point. Avoid the temptation to overload.
- F. Consider what behaviors need to be addressed but are most difficult to discuss. Practice discussing what really needs to be on the table.
- G. Provide closure. Allow for reactions and really listen. Celebrate the positives. Avoid debate of the areas for change. If expectations and consequences are clear the employee is at choice as to whether the advice is accepted or not.
- H. Discuss next steps and the value of the employee to the organization.