EFFECTIVE FEEDBACK

Providing both informal day-to-day coaching and feedback as well as within scheduled meetings can be a positive way of building rapport and encouraging results. The following are some guidelines for giving effective feedback.

BALANCE YOUR FEEDBACK
We all need feedback to grow. This includes recognition for successes and strengths as well as support for areas where we can learn, grow and develop. People are more likely to be open to hearing feedback and viewing it as helpful when a strong level of trust is established. If you establish a routine of providing regular, balanced feedback you can create positive conditions for trusting relationships.

SHOW RESPECT
The aim of providing feedback is to help the other person grow or develop in some way. This will only happen if the individual feels respected and valued. You can show empathy and respect for the individual and his/her situation by actively listening, being clear and remaining optimistic that growth and change is possible.

USE THE “I” MESSAGE
This is an effective way to start a conversation when you want to give feedback. The “I” message is delivered in three parts:

1. **The speaker’s reaction:** “I’m really pleased….”, “It concerned me when….”, “I appreciate your commitment to….”, “It troubled me ….”, “I’m curious ….”, “I’ve noticed a few times…”
2. **The behaviour:** give a brief, clear description of what you have observed.
3. **The effect:** describe the consequences the behaviour has on you, on others, or on the work (e.g. your actions helped to build a successful relationship with the agent; the missed deadline impacted everyone else on the team)

Here are a couple examples:
- “I’m really pleased to see your efforts to build relationships with the marketing department. I see that they have really paid off: the communication between our two departments is greatly improved and that’s had a direct impact on our ability to get information out to students. Thank you and well done!”
- “I see you having really great ideas to share with the group. However, in this morning’s meeting I noticed that you spoke over a couple of people and I was concerned that they did not have their say or get their questions answered. I believe this contributed to them not wanting to go ahead with your idea. How might you have handled it differently?”

REMAIN CURIOUS AND ASK QUESTIONS
Feedback should be part of a positive, outcomes-oriented, two-way conversation. Use appreciative and appropriate questions to encourage the other person to self-reflect and find their own answers.

CHECK-IN FOR UNDERSTANDING:
Throughout the conversation it can be helpful to check for mutual understanding. (e.g. “Does that feedback make sense?”)

AGREE ON NEXT STEPS
Restating the strategies that have been discussed, commitments made and a timeframe to check-in is a great way to ensure that you are both clear on the next steps. For example: “Let’s go over what you have committed to do so that we are both clear and can check-in with each other at the end of the month.”