

# Effective Feedback

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# Case A

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An employee hands in a short-action report to her manager and waits for a month without receiving a reaction. The employee wonders, “How did I do?”

What might result from this missed interaction?  
Why?

# Case B

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An employee received praise from his manager during an annual evaluation. “You’re doing a great job,” he’s told. “Keep up the good work.” As the employee leaves the manager’s office, he wonders, “What exactly am I doing well? I want to keep doing it, but I’m not sure what ‘it’ is.”

What might result from this interaction? Why?

# Feedback

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## ■ Why

When reinforcement is warranted



When redirection is needed



## ■ Consider

- ✓ Relationship
- ✓ Your motives
- ✓ How clear the goals are or were
- ✓ Diagnosing

# The “What”: A Model for Giving Feedback

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- Situation
- Behavior
- Impact
- Reinforcement/Redirection
- End with Thanks!

# Be Cognizant of “How” to Provide Feedback

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- Tone
- Timing
- Environment
- Control the Context

# Situation

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- Start by identifying the situation.
- Where did the behavior take place?
- When did the behavior take place?
- What else was going on?
  - ✓ “At this morning’s staff meeting when we were discussing lessons learned...”
  - ✓ “During lunch yesterday...”
  - ✗ “During last year’s holiday party...”
  - ✗ “On more times that I can count...”

# Behavior

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- Provide Evidence not Assumptions, Opinions, Interpretations, Judgments, or Exaggerations
  - ✓ “You stood over me with your hands on your hips...”
  - ✓ “You said”, “I believe you can do this.”
  - ✗ “You were being demanding...”
  - ✗ “He said you said...”
  - ✗ “You never let me speak...”

# Impact

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- Describe how the behavior affected you or how you perceive it affected others.
  - ✓ “It made me feel/think...”
  - ✓ “In my opinion/experience...”
  - ✗ “You made me feel/think...”
  - ✗ “Because of you...”

# Reinforcement

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- Explore the valuable possibilities if the behavior continues (intrinsic/extrinsic rewards)
- End with Thanks!

# Reinforcement Example

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Situation

Behavior

*Last week, you completed all log entries within the specified timeframes and they are very specific in detail. They meet all the required specifications.*

Impact

*I was relieved to see this. Your attention to detail eliminates follow-up calls across the organization to request additional information and helps me deliver the report to upper management without delay.*

Reinforcement

*If we can continue this, we are improving our chances of accomplishing our on-time log entry target.*

Give thanks!

*Thank you for your help!*

# Redirection

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- Develop an action plan and explore the possibility of positive results
- End with Thanks!

# Redirection Example

Situation

*Today, while a customer stood speaking to you at your cube,*

Behavior

*I noticed your feet on the desk.*

Impact

*It concerned me to see this. I felt your body language did not convey interest or respect and would not want our customers to experience the same thoughts. This could have far reaching affects to not only your image but the team's as well.*

Redirection

*Its been my experience that if I elevate my feet under my desk I can be comfortable AND exude professionalism. By making this minor adjustment, interest and respect will no longer be a question thus eliminating the possibility of negative perceptions. [ Give thanks! ] Thank your for your attention to this.*

# Feedback Begets Feedback

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- Seek to understand
  - Focus
  - Watch for non-verbal cues
  - Test for understanding
  - Be self-aware

# Partner Exercise

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- Situation
- Behavior
- Impact
- Reinforcement/Redirection
- End with Thanks!

# The Power of Feedback

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