

How to Provide Feedback

Confidence.
Influence.
Success.

Presented by Gilda Bonanno

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Feedback is information given to an individual or group about their behavior and impact.

EFFECTIVE FEEDBACK IS:

Timely: provide it while the details are still fresh yet with enough distance to avoid any negative emotion.

Balanced: provides suggestions for improvement with reinforcement.

Specific: a clear picture of present performance and specific direction on actions to repeat or alternative actions to increase their effectiveness.

GUIDELINES FOR PROVIDING FEEDBACK:

- **Objective:** use things you have directly observed or directly heard others say.
- Share the **effect** of their actions, good or bad, on yourself and others in the organization.
- Demonstrate your desire **to help** and not harm.

USING “PAR” TO PROVIDE FEEDBACK:

P: Describe the Performance (What and When)

Make a general statement about the performance being discussed.

Positive Example: “You made a very effective presentation to the customer on Friday.”

A: What were the actions or behaviors (Specific)

- Describe specifically what he/she SAID or DID (specific behaviors) that contributed to the positive or negative results.
 - Example: “You were well prepared and very convincing about what’s in it for them. In addition, you anticipated, responded to, and overcame their objections when you said...”



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R: Result or Impact (Why Important)

- Describe the specific impact of his/her performance. State how the person's performance positively or negatively impacted his/her or the team's performance, achievement of goals, and the business.

Example: "Based on your effective presentation, we were able to gain the customer's commitment to accept your proposal which will result in..."

USING THE BALANCED RESPONSE TO PROVIDE FEEDBACK

1. **State what you like** about a person's performance or idea – the "plusses"

Examples:

"What I like about your performance on (task/project) is..."

"What I found particularly effective/helpful/useful is..."

2. **State your concerns** about performance or ideas in actionable, "how-to" form

Examples:

"What I'm concerned about your performance on (task/project) is..."

"What I'd like to see you do differently is... because..."

"How can we overcome (concerns that keep idea from being acceptable)?"

Example:

"I like the way you managed the agenda and recorded everyone's ideas and next steps on the flipchart. At your next team meeting, I'd like to see you draw out the people who didn't participate. What are some ideas on how to involve Seth and Betty?"

Traps to Avoid:

Don't say, "You did a good job BUT..."

Don't say, "You should..."

Don't offer insincere or unrelated "plusses," "I like your tie. What I'd like to see you do differently at the next team meeting is..."

Do not use the balanced response when you are providing recognition. Recognition is "plusses" only. The balanced response is plusses and concerns.

Don't use the balanced response for confronting serious or recurring performance problems.



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