

# Performance Feedback Tip Sheet

Performance Management is a process that provides feedback, accountability and documentation for performance outcomes.

It helps employees to channel their talents toward organizational goals.

## Performance Management Process:



## Providing Effective Feedback:

### Be prepared

- Think ahead about what your intent is, what you want to say, and how to say it, Think about the tone and the feel, not just the facts.

### Manage your emotions

- If the corrective feedback involves a conflict in interpretations or values, keep your emotions in check, even before you begin the conversation.
- In situations where the feedback is not received well, it sometimes causes the giver to become defensive, frustrated or annoyed. Showing these emotions will have the reverse effect of what is intended.

### Be candid

- Don't soften the message; speak with confidence.
- Resist the temptation to sugarcoat the message. Givers who do this are often afraid of hurting the receiver's feelings. You do them a disservice by not being completely candid with the feedback. And you run the risk of them walking away without a clear understanding of what they did or need to do differently.
- Base feedback on accurate information that is free from bias and properly reflect the employee's efforts.

### Be respectful

- Don't use inflammatory words or phrases (e.g. your meeting was a train wreck). And listen in the way you like to be listened to. If you want the receiver to give you a fair, unbiased hearing, you need to do the same. Eliminate the word "but"; it invalidates everything you said prior to "but".

### Be fair

- Base feedback on accurate information that is objective, free from bias, and properly acknowledges the employee's efforts.

### Provide examples

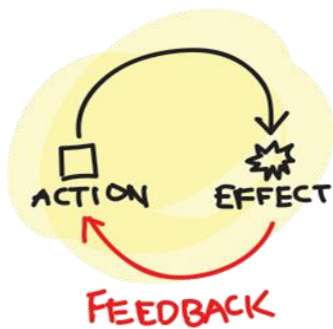
- If the feedback is about more than just one situation, be prepared to provide specific examples.

### And remember

- Invite feedback from the receiver; the best feedback sessions are 2-way.
- It's okay to acknowledge the awkwardness!

## The SBI Feedback Model

- **S**ituation – define the **where** and the **when**.
- **B**ehavior – describe the specific **behaviors** you observed.
- **I**mpact – Use **"I" statements** to describe the impact of the behavior.



### Receiving Feedback:

- The receiver is in control
- Receiving feedback is a skill
- The best leaders are effective at *both*
- Ask for feedback when you need it

### Actions:

- Pay attention to your own reactions when receiving feedback
- Flex your feedback muscle daily
- Start with 10 coins in your pocket as a reminder to give feedback frequently

