



GIVING FEEDBACK

How to be more effective in giving feedback and getting more from your team

Giving feedback to individuals when their performance falls short of expectations is a job nobody likes. Very often these conversations become defensive, strained and over emotional. However, the good news is that these conversations don't need to be so difficult.

Four Reasons Why Managers Don't Help The Feedback Situation

There are 4 primary reasons why managers don't help the feedback situation in the way that they adopt a relatively narrow mind-set:

1. There is a tendency to attribute weak performance to personality, attitude or skill characteristics as opposed to other circumstances in the workplace, which may lead to an overly simplistic conclusion.
2. Managers are often too busy to engage in an exhaustive analysis of all the potential causes of a situation, so they settle on the first acceptable explanation.
3. We all tend to frame problems in a binary way in order to achieve some sense of control and order in our life, which means that there will be a winner and a loser or a black and white conclusion.
4. Although we don't set out to frame a problem in a restrictive way, we tend to assume that other reasonable people will see the situation as we see it without fully exploring whether other people have a different perspective.

Three Strategies To Help The Feedback Process

The following 3 strategies will help individuals to be more willing to accept feedback:

1. It should go without saying that the person offering the feedback should be seen as well intentioned and keen for the individual to succeed. For example, "I know you want to be successful, perform at your best, be as competent as you can . . . etc, etc".

2. Relevant information should be shared initially and the individual allowed to comment, clarify and explain the situation.
3. The person offering the feedback should demonstrate careful attention to the individual's opinions but then use questions to explore alternative options and strategies, and obtain a commitment to reviewing the pluses and minuses of these options as a way of making progress.