

R.E.A.L GoalSM: Giving Feedback

(Realistic, Easy, Attainable, Life Goals)

Guideline for Effective Feedback:

- Be respectful. Feedback about performance should be given in private and not in a group setting.
- Be *sincere*. Feedback should be given to help an individual. It shows you care. Be aware of your tone and body language when delivering feedback.
- Focus on a *specific behavior* and relate the behavior to the standard or goal. Give situational examples when possible.
- Explain the *impact of the behavior* on the rest of the team and why it is important that the standard or goal be met.
- Make sure it is *well-timed*. If emotions are running high or it is a busy day.... wait for an appropriate time.
- Whenever possible, *give feedback immediately*. Lapses of time between performances and feedback make it difficult for the employee to recall the behavior you are addressing.
- *Identify the payoff* that will come with the maintenance or change in behavior and express your confidence in the employee.

Ideas:

Here are some ideas to maintain effective feedback in your workplace and overcome some common obstacles that are associated with giving feedback:

MAKE THE TIME:

Making the time to provide feedback is critical in the staff development process.

- Take the time to get to know your people and develop a relationship.
- Make a commitment to regular short meetings or check-ins to provide feedback.

FIND THE IDEAL SETTING

Whether the feedback is positive or constructive, it should be delivered in a private, comfortable space that is free of interruptions. Positive feedback can certainly be given publicly, but it holds more significance when followed up with a private one-on-one. Remember, it is essential to discuss the specific behavior that was commendable so it will be repeated.

- An office is usually the best place, but for those who don't have an office, try a secluded place in the office or a less busy time of the day.
- A helpful guideline is to ask yourself, "would I want to receive feedback about my own performance in this setting?"

COMMUNICATE CONSISTENTLY

Communication allows the team to be aware of each person's developmental needs. Consistent communication allows improvement to be recognized more easily. Communication also ensures that individual employees receive the appropriate amount of feedback.

- Hold yourself and co-workers accountable for their own development. Encourage others to ask for feedback on a regular basis.
- Make a habit of giving more positive feedback than negative. Part of the purpose of feedback is to motivate an employee.
- Self-evaluate to ensure that you have effectively communicated your expectations in a clear and concise manner.

REMAIN OBJECTIVE:

At one time or another, everyone has had to deliver constructive feedback. If the situation is emotionally charged or the behaviors you are addressing are “gray” because the standard is not easily defined, you may find yourself challenged to give specific feedback.

- Many times, the solution to overcoming the emotion of the situation is time. Wait until you can think clearly and articulate the specific behaviors you need to address. Gather all the facts and avoid jumping to conclusions.
- Reminder to be supportive when delivering feedback.

PRACTICE:

1. Role play some situations within your employer that require feedback. Practice with another co-worker or manager by discussing alternative scenarios and how you might respond.
2. Ask for feedback on your delivery from the person you are giving feedback to. Were you supportive? Did you give specific examples? Did you recommunicate the goal or standard clearly enough?
3. Plan your feedback on paper first. Use the Guideline for Effective Feedback above. How will you show sincerity? What goal or standard will you relate back to? What will be the timing?

Check out these links to learn more:

- ☐ Check out hbr.org on How to Give Feedback People Can Actually Use
- ☐ Take a Giving Helpful Feedback through coursea.org
- ☐ Read the [MindTools](https://www.mindtools.com) article for more tips

To choose another goal, go to: wellfirsthealth.com/realgoals

For help to translate or understand this, please call (800) 635-9233. (TTY dial 711)