

Effective feedback

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This seminar is about Effective feedback in the field of Staff Development. It's a part of the Business Coaching Programme. My name is Bengt Åkesson.

Effective feedback

Matthew 10: 26

So have no fear of them, for nothing is covered that will not be revealed, or hidden that will not be known.

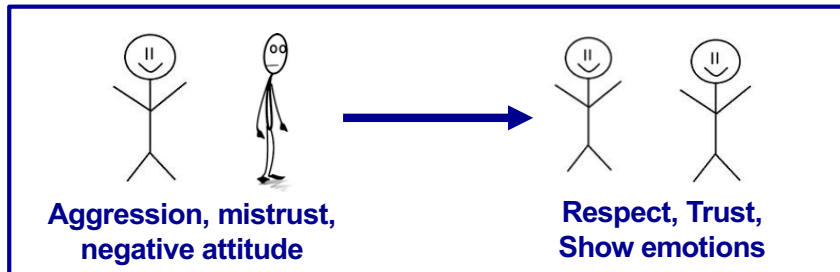
Effective feedback demands good relations and openness

What does this word of Jesus say to us? In the context of managing, I interpret it as a manager you should avoid creating fear when revealing your perceived performance of your employees – giving feedback. That will destroy the effect of the feedback. Effective feedback demands good relations and openness.

How can we create that openness?

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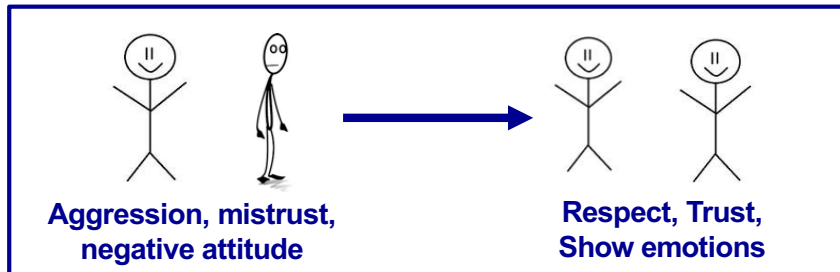
When I give feedback I have to lower my façade, create an atmosphere of trust and mutual interest. At the same time the other person grows.

This picture will show to situations in at the workplace. We have first the situation of mistrust, negative attitudes and aggressions between the manager and the employee. In that atmosphere it is very hard to give a good feedback. Particularly if we talk about corrective feedback it is impossible to give in this situation.

So we have to create another kind of atmosphere. We need to show respect, trust and space to show emotions. I as the sender of the feedback have to lower my facade and create an atmosphere of trust.

So how do we do that?

The 10 to 1 rule



- **Positive feedback** builds self esteem (empowers) and consolidate good behaviour
- **Corrective feedback** creates improvements

**You need to give 10 positive feedbacks
for every corrective feedback.**

We will talk about two kinds of feedback. Positive feedback and Corrective feedback. The positive feedback, when you tell about the good performance and behaviour of the person, builds up the self esteem, empower the person and consolidate good behaviour.

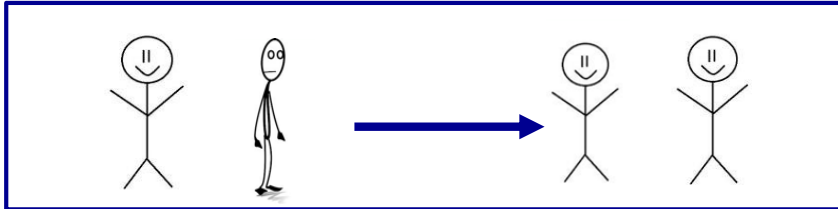
The corrective feedback is to point out better way to perform or behave in order to create an specific improvement.

We need both, but for the corrective feedback to be effective you need to have given at least ten positive feedback before to have created the trust and openness which are needed to avoid the negative feeling critic normally create. So to be able to accept an reprimand you need to first build up the trust. And positive feedback and friendship is the best tools for that. The 10 to 1 rule.

How do we give positive feedback then?

How to give positive feedback

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- **Emphasize good actions, improvements, ideas and intentions**
- **Always specific – Never as a routine.**
- **Must be honest and true**
- **Give the feedback as soon as possible, very well with others listening**
- **Give positive feedback often!**

We have to emphasize good actions, improvements, ideas and intentions of the employee. Search for all good things to bring up and tell about the persons behaviour that will empower.

To be effective the feedback has to be specific. And it should not be given as a routine.

What you tell has to be honest and true. If not the feedback wont be accepted or believed. People are suspicious towards nice talk especially if they aren't so happy with their performance themselves.

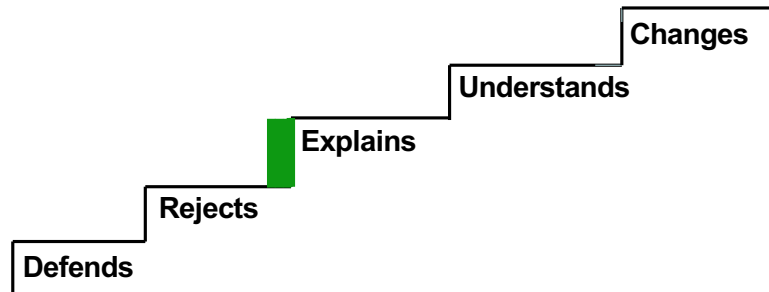
Give always positive feedback as soon as possible. Don't wait days or weeks. As it should be a specific action you tell about, it might be forgotten. Do it directly when it happens.

Try to give positive feedback as often you can. Keep eyes and ears open to search for opportunities to give positive feedback.

If we do that we move from an atmosphere of mistrust to an atmosphere of trust. We need the trustful atmosphere when we will give the corrective feedback.

The stairs of corrective feedback

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The employees are in different phases during the feedback. The green colored line is a breaking point where the employee actually can absorb the feedback and change the behavior.

The employees are in different phases during the feedback. If the atmosphere is of mistrust the corrective feedback the person will defend himself and reject the statements you give. When

By the green colored line something positive happens. Then you start to have some kind of trustful relation. You can explain and discuss. The person will begin to listen and understand.

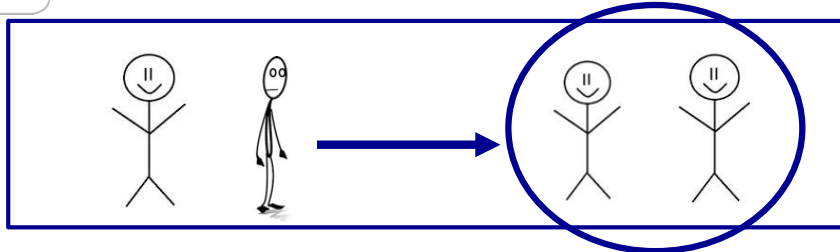
This breaking point is actually where the employee can absorb the feedback and change his behavior. It is important that you as a leader don't "let go" of an employee who is at step 1 or 2, instead try to work your way up to the breaking point. Only then can the feedback have a corrective effect.

We share feedback because we want people to grow and open up their hidden field. To show and talk about feelings always brings development into the communication.

A feeling is always true for those who have it. It's the person's behavior that triggers emotions in you. Ask: "What in my behavior is it that do you so mad?"

How to give corrective feedback

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- **Wait until you are not angry**
- **Give the feedback soon after something has happened – never with others listening**
- **Don't blame the person – find the reason**
- **Search for solutions together**
- **Follow up with positive feedback**

How to give the corrective feedback. Some atmosphere of trust must exist first of all. Never give reprimands when you are angry or have strong emotions. Wait until yourself feel comfortable.

Give the feedback directly or as soon as possible after something has happened. And remember – never with others listening.

Don't blame the person. Find the reason instead. Analyse the situation.

Search for solutions together.

And after the implementation follow up with positive feedback.

Coaching questions

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- How can you train yourselves giving positive feedback?
- Who are in most need of positive feedback among your employees?
- How can you be better in giving corrective feedback?

Here are some coaching question. Talk with your coach about this. Thank you very much and God bless you.