Feedback Model for Improved Communication

Feedback is such an important communication tool for teams and management. Openness, honesty, candor -- all of these are hallmarks of High Performance Teams, and the way these teams reach this goal is through a culture of feedback.

Feedback is important to teams because:

- It prevents small issues from festering into unmanageable problems.
- It builds trust in team member relationships.
- It promotes personal and professional growth.
- It acknowledges individual and team accomplishments.
- It clears up misunderstandings.
- It is a way to acknowledge and recognize team members' skills and contributions.

As a result, feedback makes life at work a great deal easier and more rewarding!

Guidelines for Giving Feedback	Guidelines for Receiving Feedback
- Ensure your intention is to be helpful and supportive, rather than to "slam." - Ask the person for their assessment before providing yours. - Give feedback only about things that can be changed. - Be specific. Describe the actual behavior you observed. Avoid generalities, vague statements, inferences. - Use "I" statements: "I saw...," "I heard...". - Describe the impact of the behavior on you: "I felt….when you…". - Be sincere with your comments. Don't say that something was good when you don't really believe it. - Consider timeliness. Feedback is much more effective if provided close to the time the behavior actually occurred.	- Ask for feedback, and be sure you are ready to receive it. - Listen with your full attention. - Ask for specific examples of what you did well and what could have been better. - Ask questions to clarify, and paraphrase to check your understanding. - Don't resist the feedback. - Avoid being defensive -- don't explain, rationalize or justify. - Listen for the impact your behavior is having on the other person. - Consider carefully whether, and how, you want to change your behavior. Let others know immediately so they can support you. - Ask for help and assistance, if appropriate. - Thank others when they provide you feedback. They have taken a risk to help you grow.

Positive Feedback Model: What and Why	
Positive feedback is information about what someone did well. There's a very simple approach you can use when giving positive feedback: • Describe what the person actually did or said, and • Why this statement or action was effective. This "What and Why" approach needs to be based on specific, sincere information.	**Good Example:** "Mary, when you presented the results of the team's customer satisfaction survey, your charts were very clear and easy to understand (what). They made it very clear which areas we need to work on to make our customers happier (why)." **Weak Example:** "Mary, great job on the presentation."

Feedback For Improvement Model: What, What and Why	
Feedback for improvement is given about situations which did not go well, or which could have been better. In this case, it's important to tell the person specifically what could have been said or done differently, and why that would have been more effective. The approach to giving feedback for improvement is: • Describe what was said or done, • Tell what would have been a better approach, and • Why that would have been better This "What, What and Why" approach should be based on specific, sincere information	**Good Example:** "George, when you commented on Ted's report, I felt your remarks were sarcastic and not specific enough to be helpful (what). If you tell him exactly what additional information is necessary (what), he'll be able to incorporate the information you feel is needed when he revises the report (why)." **Weak Example:** "George, you came down too hard on Ted's report."

Remember

Feedback is a gift, a unique learning opportunity. Whether you agree or not, it has value because it represents a set of perceptions about you and your behavior.