Good Conversations:
Giving Simple Feedback

Giving effective feedback is a key skill when it comes to managing the performance of individuals and team members, as it is important for people to know what it is they do well and those areas they need to work on.

When delivered well feedback can:

- help people to improve their performance
- reinforce good behaviour
- be the first step toward change
- demonstrate that people's contributions are valued
- support individual development

Tips for giving feedback

- **Comment on behaviours only - what people do and say and how they do it**
- **Remember to give positive feedback!**
- **Be concise**
- **Be specific**
- **Be timely**
- **Make it regular**
- **Don't use the 'feedback sandwich'! It just confuses the issue**
- **Prepare your comments**
- **Mention only what you have seen or heard directly**
- **When delivering positive feedback, encourage them to think about where else they could use this behaviour**
- **Help them to explore what they can do differently, if required**
- **Provide specific suggestions, if needed**
- **Follow up**

AIM is a simple model that can be used to give positive or developmental feedback. It is about raising people's awareness and also 'nipping things in the bud'. Depending on the situation or individual, you can choose how directive to be – once you have stated what you observed, you can choose to Tell or Coach.

(For more serious or sustained performance issues, take a look at 'Performance Issues – Be Direct').

Action

- 'What I heard you say/saw you do ……' **(Tell)**

Impact/Investigate

- 'The impact/effect this had …' **(Tell)**
or
- What impact do you think that might have had? **(Coach)**
- 'What do you think are the reasons for this?' **(Coach)**
- 'What led you do/say this?' **(Coach)**

Move forward

- 'What I would like you to do in the future is ……' **(Tell)**
or
- 'What steps can you take to improve/rectify/sustain this? **(Coach)**

Did you know?
Bad weighs more than good!

For people to think they are getting equal positive and negative feedback, you need to give feedback in these ratios:-

Minimum 3:1	✓✓✓✗	positive:negative
More like 6:1	✓✓✓✓✓✓✗	in high performing teams
and 8:1	✓✓✓✓✓✓✓✓✗	for children