



CHANGE TOOLKIT

Tool: Providing Feedback

Used in:
IMPLEMENT

My Notes

What is it?

Feedback is simply communicating back to people on a regular basis in order to help them manage their performance. It should involve a positive affirmation of what is being done well, as well as on areas for improvement. By the time someone arrives at a formal review, they should be roughly aware of where they stand through the regular and informal feedback they have been receiving.

Why use it in a change process?

Giving feedback is a vital tool in helping people through the **Implement** stage of the change curve, where theoretical plans are transformed into real actions. As a **Change Manager**, some of your key responsibilities at this stage are to offer support, give regular reviews and to maintain relationships.

Giving feedback through regular reviews at this stage will help people to understand what is expected of them and further support and guidance can be offered through coaching.

What do I need to do?

There are several tips you can employ to help you improve how you deliver informal feedback:

The Chartered Institute for Personnel and Development states that:

“Feedback needs to be based on fact, not personal opinion, and should be backed up with evidence or examples. The aim should be to help someone understand the effect of their behaviour or actions. Positive feedback reinforces the good and identifies opportunities for improvement.”

1. Provide feedback as close as you can to the event or activity in question.
2. You should base feedback on results, observed behaviour and reactions and not on subjective opinion.
3. Feedback should be presented as a factual or neutral description of what has happened. It should not be accompanied by a judgement. Describe specific behaviour and examples.
4. Ask questions to draw out the individual's view of what happened. For instance:
 - Why do you think this happened?
 - On reflection, is there any other way in which you think you could have handled the situation?
 - What are the factors that influenced you to make that decision?
5. Encourage people to come to their own conclusions about what they should do or how they should behave. Ask questions such as:

- How do you think you should tackle this sort of problem in the future?
 - How do you feel you could avoid getting into this situation again?
6. Focus on aspects of performance the individual can improve. It is a waste of time to concentrate on areas that the individual can do little or nothing about.
 7. Show understanding. If something has gone wrong, find out if this has happened because of circumstances beyond the individual's control and indicate that this is understood.