



THE ART OF FEEDBACK

The purpose of giving feedback is to:

- Reinforce behaviour
- Help individuals improve their performance
- Communicate how an individual's behaviour is affecting others
- Help individuals perform as desired
- Help individuals achieve goals

Healthy feedback is genuine and specific. It is also objective:

Objective	Subjective
<ul style="list-style-type: none"> • Factual • Impartial evidence • No personal judgement • Non-emotional 	<ul style="list-style-type: none"> • Personal • Assumptions • Perception • Emotive • Relative to something

Guidelines for giving feedback:

Useful	Not Useful
<ul style="list-style-type: none"> • Be sure your intention is positive • Be specific when describing behavior • Describe behaviour objectively • Give it as soon as possible after the event • Let the person know what affect their behavior has on you, others or the situation • Only comment on behaviours that are within your contract to do so • Only comment on behavior that can be changed • Feedback is most effective if it has been asked for • Given by someone you respect • Has a balance of positive and improvement feedback • Options and support for improvement are offered 	<ul style="list-style-type: none"> • Personal attacks, judgements and statements about the person rather than the behaviour • Put downs • Unsubstantiated feedback – can't give examples • Generalising – 'always', 'never', 'inconsiderate' • Given in front of employees or in public places • Too infrequent e.g. one a year • Aggressive or emotional outbursts • Incorrect or unfair feedback • No chance for the receiver to comment on the issues • Unexpected information which comes as a surprise • Only negative with no information on how to improve • Embarrassing or humiliating encounters • Unsolicited feedback • Don't give too much feedback at once, it can be overwhelming

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