

Feedback Exchanges

Corrective Feedback

VS.

Reinforcing Feedback

To promote a change in a specific behaviour or a change to the way someone is performing a specific task.

The person giving the feedback observed a behaviour or action that they do not perceive was effective/ efficient or consistent with their expectations.

Build competencies, improve performance, clarify expectations.*

*Sometimes if expectations were not clear to begin with this becomes a chance to clarify going forward.

To confirm the effectiveness of a specific behaviour or the way someone is performing a specific task.

The person giving the feedback observed a behaviour or action that they perceive was effective/ efficient or consistent with their expectations.

Increase engagement, motivation.

Collaborative with both parties contributing

Effective Feedback Exchanges Involve...

For Corrective: Clarity on specific next steps & follow up actions

Sharing observations about behaviours in light of performance goals/expectations

Ability to share the observable behaviour

Key Skills When Leading a Feedback Exchange

For Corrective: Ability to determine commitment to specific change & monitor progress

Ability to draw out/articulate the behaviours that will lead to improved or continued performance - this can be collaborative!

Key Skills

Observing Behaviour Neutrally

What someone does that is observable and measurable.

Behaviour is typically not defined by talking about the reason behind the behaviour.

Behaviour is not defined by identifying a person's motivation, thoughts, or feelings for doing something.

Draw out/Articulate Behaviour that Will Lead to Better Results

What does good look like?

What are the specific behaviours that lead to better results?

You can ask the person to share what they think also.

Example

Describe **behaviour** observed.

I noticed that you didn't respond to x client within 24 hours.

Describe or ask about the **impact** of behaviour.

The impact is that this client didn't feel well served and made a complaint.

Describe or ask about the **goal** - the expectation - the desired impact.

The goal is that every client receives a response - not necessarily a resolution - within 24 hours of contacting us.

Describe or ask about the specific **change** they will commit to going forward.

You will allocate the last 30 minutes to your workday to review outstanding emails and send a response that outlines the next steps.

Summarize or ask them to summarize the **follow-up** point.

You will email at the end of the next two weeks to let me know how this new plan is working.

3 T's to Open Feedback Exchanges

Timing - Check-in on the timing of the conversation.

Transparency - Be transparent about what the conversation is - use the word feedback!

Topic - Give a clear subject to what the feedback is about - what is the big picture area that you are providing feedback about?

"I have some feedback to share about your client response time, is now a good time?"