

Tips on giving feedback

People often talk about feedback between a manager/supervisor and employee. However, we believe that feedback is most effective when given up, down, and laterally. An opportunity to give feedback to your teammates is critical for becoming a high performing team. It's also good if everyone follows the same basic principles of feedback. Here are some guidelines you might follow:

- **Be timely** – the closer to the event your feedback is, the better. Feedback isn't about surprising someone; the sooner you do it, the more the person will be expecting it.
- **Prepare your comments** – You don't want to read a script but you do need to be clear about you are going to say. This helps you stay on track and stick to the issues.
- **Check your intention** – Feedback is for the recipient not for the giver. Don't use it as a venting opportunity.
- **Be sensitive** – Think about the impact of your message. It's always worth thinking about what else is going on in the life of the recipient.
- **Be clear and specific.** Describe specific behaviours, giving examples where possible and do not evaluate or assume motives. Focus on behaviours that can be changed, not personality traits that are unlikely to change. Also, stick to what you know first-hand; avoid giving feedback based on other people's views and don't get personal or seek to blame.
- **Highlight strengths** – You might start with highlighting strengths; mention areas for improvement and then finish with further strengths (or positives).
- **Use 'I' messages** – Give the feedback from your perspective. Relay your experience of the behaviour using "I" messages, e.g. *"When you said... I thought you were... I felt ..."*. You can use ...
 - *When I saw you/When I heard you say ... "*
 - *"I thought/It made me think..."*
 - *"I felt/It made me feel ..."*

e.g. *"When you criticised my report in front of my boss, I felt embarrassed and hurt."*

- **Don't overload** – identify two or three key messages that you can summarise at the end if necessary.