

Eagle I.O's Effective Feedback Guide

The purpose of this guide is to provide an evidence-based, accessible guide that supervisors can use to incorporate effective feedback practices within the workplace.

WHY UTILIZE EFFECTIVE FEEDBACK PRACTICES?

Effective feedback has been found to lead to...

- Increases in employee performance¹, development¹¹, motivation³, satisfaction³, and learning¹¹.
- Employees gaining increased clarity of expectations, feelings of autonomy and competence, and a better understanding of the impact of their behaviors¹⁴.

Ineffective feedback has been found to lead to...

- Decreases in employee performance¹, motivation³, and job satisfaction³.
- Increases in employee turnover and mistrust/negatives attitudes toward supervisors¹⁴.

GUIDING PRINCIPLES

OF EFFECTIVE FEEDBACK

- 1 Focus on goal completion over comparison⁷**
 - ✓ Use phrases like: "You are on track to meet your goals, thank you for the continued effort and hard work."
 - ✗ Avoid phrases like: "You are doing so much better than the rest of the team."
- 2 Be explicit about how/when desired behaviors should be performed⁷**
 - ✓ Use phrases like: "When sending out reports on Fridays, be sure to get three signatures from those in the accounting department."
 - ✗ Avoid being vague, using cliches or generalizations like "always" or "never".
- 3 Give feedback that provides a basis for setting specific, relevant goals⁷**
 - ✓ Use phrases like: "In the future, please try to say two or more comments during meetings, you have valuable insight."
 - ✗ Avoid broad statements that don't reinforce goal progression like: "Do your best."
- 4 Solicit feedback from your employees: listen to their opinions⁹**
 - ✓ Use phrases like: "You've been here for a few months now, how could I improve as a manager?"
 - ✗ Avoid being defensive if receiving constructive criticism.
- 5 Base feedback off of your own observations/reactions⁹**
 - ✓ Use phrases like: "I've noticed that you've been working very hard."
 - ✗ Avoid speaking for others that are not present at the time of the feedback.



Additional Factors to Consider:

Giving Positive Feedback...

Effective example: *"I appreciate the thoroughness of this report. I liked how you listed the pros and cons of each alternative. Thanks for going the extra mile, especially with the limited time you had to produce the document."*

Give positive feedback to employees to reinforce effective performance behaviors and progress toward goals¹⁸.

- When given **correctly**, positive feedback can increase employee motivation, self efficacy, and feelings of competence³; when given **incorrectly** or **controllingly** it can demotivate employees⁴.
- Avoid using controlling words, such as: need, have to, should⁴.

GOOD: You performed this task very well, good job. BAD: You need to keep up the good work.

- Effective positive feedback can include positive expressions to employees, such as "good job with..." while referring to specific examples of effective performance¹⁸.

Giving Negative Feedback...

Effective example: *"When you entered the meeting today, you arrived 15 minutes late and closed the door loudly. My attention shifted to you and I lost concentration. In the future I'd appreciate you arriving on time."*

Give negative feedback to employees to close gaps between desired and actual performance¹⁴.

- When given **correctly**, negative feedback can increase employee motivation and performance¹
- When given **incorrectly/infrequently**, can decrease performance¹⁴ and demotivate high performers⁵
- Negative feedback should be provided with care, given without judgement, and should be directed toward an individual's actions rather than the individual themselves¹⁸.
- Negative feedback should be focused on employees' development and goal improvement¹⁸.

Different Sources of Feedback...

A variety of different feedback sources have been found to be effective:

Supervisors

- Feedback should include high quality interactions between supervisors and employees¹⁴.
- These positive exchanges lead to increases in trust, role clarity, and contextual performance¹⁴.

Self

- Self appraisal/feedback increases perceptions of fairness amongst employees¹⁴.
- Self-ratings tend to be inflated; most effectively when used together with supervisor feedback¹⁴.

Multi-Source Feedback

- Multi-Source Feedback (MSF) involves employees receiving feedback from multiple sources¹⁴.
 - MSF gives a more comprehensive view of employees' strengths and weaknesses¹⁴.
 - MSF increases knowledge sharing and encourages discussions and positive interactions between employees and supervisors¹⁴.

For further information on these topics click on any of the Links (Sources Attached)