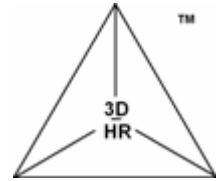


# Giving Feedback – Guidelines for good practice



## Principles:

- Specific
- Behavioural
- Balanced

**Specific:** focus on actual events and real examples, not on general

**Behavioural:** focus on the person's behaviour not their personality or why they may have done or not done something

**Balanced:** mix positive and negative comments, if possible in a 2:1 ratio

Helpful ☺	Unhelpful ☹
Specific	General
Behavioural	Personality
Balanced	Unbalanced
Descriptive	Evaluative
Constructive	Destructive
Focus on feedback recipient	Focus on the feedback giver
Requested	Imposed
Objective	Subjective
Timely	Late / delayed
Sufficient	Too much
Private	Public
Clear	Confused
Open questions	Closed / leading questions

## Why?

Clarify aims / objectives for individual, team, organisation

Reinforce good practice / behaviour

Limit and draw attention to poor behaviour – identify learning needs

Motivate and encourage – show care, concern and interest

Contribute to individual, team and organisational learning

## How?

Conducive/comfortable environment

Focussed without disruptions

Honest and open

Active listening

Mutuality

## When?

Regularly / frequently – catch someone doing something right

Formally – at least annual appraisal with 4 or 6 monthly reviews

As soon as possible after a particularly good or bad event

When something has changed significantly (job, team, context, environment)

When it's asked for

## For appraisals

Review past goals and performance

Set new goals and assessment / review process

Identify learning and support needs

Keep records