

LEADER ONBOARDING

Performance Management

Feedback

 **FAIRVIEW**

What is Feedback?



Giving and receiving feedback is an interaction or conversation between two people that recognizes others' hard work/success or identifies room for improvement in order to help others succeed.

The Importance of Performance Feedback from Leaders

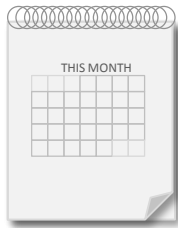


- All employees, high performers and developing performers, want and need feedback on their performance.
- When an employee asks you questions about how they are doing, answer them thoughtfully, not with a “you are doing good.”
- Performance feedback ensures you and each employee have an understanding of what they are doing well and what needs to be improved.

Improved performance leads to improved results for individuals, the team and the organization.

Utilizing Feedback

In addition to ensuring you and the employee are on the same page about their performance (results and commitments), ongoing feedback:



Builds performance reviews during the year



Provides documentation to support performance ratings



Supports corrective actions in the event an employee isn't performing at the required level.

Constructive feedback should focus on 3 levels.



Task Level



Process Level



Personal

Constructive feedback should focus on 3 levels.



Suggest ways to improve specific tasks and projects

Constructive feedback should focus on 3 levels.



Ensure the most effective process is in place to perform tasks

Constructive feedback should focus on 3 levels.



Task Level



Process Level



Personal

Help improve personal
behaviors (verbal/
non-verbal)

Constructive Feedback

- ❑ Constructive feedback is information-specific, issue-focused and based on observations.
- ❑ Observations include information you receive from others, even if you haven't directly observed the behavior.
- ❑ Remember that employees typically are evaluating their performance. Engage them in a conversation and if they already know what they need to improve, simply offer resources.
- ❑ It is not praise or criticism.



Presenting Constructive Feedback



Content is vital in constructive feedback

- In your first sentence, identify the topic or issue that the feedback will be about
- Provide the specifics of what occurred. Without specifics you have only praise or criticism. Start each key point with “I” messages that could include statements like, “I have observed,” or “I have had reported to me.”
- Provide feedback on what is going well as well as what needs to improve.

Presenting Constructive Feedback



The presentation of feedback is extremely important and can be the difference between effective and ineffective feedback:

- Be direct when delivering your message
- Avoid “need to” phrases, because they don’t report exactly what happened. Telling Jane she “needs to proof her work before submission” is less helpful than letting her know you noticed 4 typos on the last report she submitted.
- Be sincere and avoid giving mixed messages, such as “You worked hard on this project, *but.....*”

Presenting Constructive Feedback



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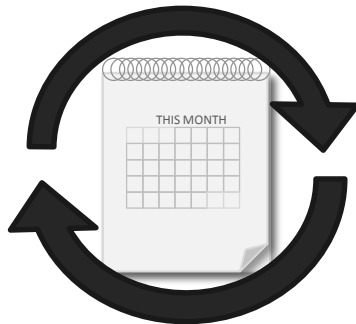
- Expressing appreciation is important, and when it's coupled with specifics of constructive feedback, it carries with it a sense of sincerity of the message
- In negative feedback situations, express through a tone of concern, not anger, frustration or disappointment. Providing the **reason** you need the employee to meet the expectation is important, "sidewalks need to be cleared timely, so our patients may safely walk to their cars."

Consider the environment when you deliver feedback:

- Don't sit behind a desk
- Don't sound scripted
- Be human and avoid sarcasm
- Ask them what they need and then how things are going
- If they become angry – state that “our goal today is to complete your review...” We can discuss this concern at a different time
- Legal issues: if they identify themselves as a protected class due to religion, mental health, etc., DON'T shut them down and stop the conversation and don't get details
- Prep self to be open minded, bring facts and stay focused
- Remember that an A rating means they are being a good employee who does their work
- Timeliness matters



Provide feedback to all employees consistently:



1. As you round or have conversations, provide feedback on what you are observing
2. During mid-cycle check ins, provide more detailed and development focused feedback

Documenting feedback

It is imperative that feedback, response, and expectations are documented.

Even with high performers – document the good and the bad. It builds your FPR. Document the pattern of performance. There is time and it saves you time.



Documentation needs to be fact based, include dates and data on the employee's reactions.

- Keep it brief but include enough information for others to understand
- Do not diagnose or assume

Performance Improvement



When performance needs to improve:

- Utilize your documentation to prepare your conversation
- Focus the conversation on what needs to improve, not on punishment
- Consult with your HR Representative if you have any concerns
- Follow up:
 - Schedule a follow up for formal performance conversations.
 - If the performance feedback was more casual, make sure you have a brief conversation with the employee about how the issue was or wasn't resolved.

Practice Makes Perfect!



Practice giving feedback:

Consult with your HR representative before giving formal feedback

Write out a script to practice before giving feedback so that you don't sound scripted when you actually deliver the feedback

SOURCES

<https://www.opm.gov/policy-data-oversight/performance-management/performance-management-cycle/monitoring/feedback-is-critical-to-improving-performance/>

