

Behavioral Feedback

Feedback is a key piece of management responsibility – both for supporting and continuing positive behavior and results, and for addressing and correcting issues or concerns. In order for feedback to be most effective, it should be:

- Timely
- Balanced – both positive and constructive feedback are important, but should NOT be mixed
- Behavioral
- Clearly linked to goals and performance standards
- Thoughtfully prepared
- A dialogue
- Followed up appropriately

Structuring the Feedback Conversation

Situation – State the specific situation.

Behavior – State the specific observed behaviors – either which are appreciated and valuable (positive feedback) or are unacceptable or needing correction (corrective or constructive feedback).

Effect – Share what effect you see the behavior having on the individual's productivity and performance, on others, on the team, or long-term goals and progress. Invite reflection and perspective from the individual.

Expectations and Results – For corrective or constructive feedback, state your expectations for changing or adjusting the behavior as well as what to expect if the behavior does not change. Talk about plans for follow-up and additional feedback – use the goal-setting guidelines to set new goals if necessary.

Questions – Invite any questions the individual may have. Be sure concerns are addressed, for constructive feedback, and thank the individual for sharing in the conversation.

Feedback Checklist

- Provide feedback frequently
- Plan and prepare for the feedback conversation
- Link feedback to goals and focus on established performance standards
- Discuss behavior and results by focusing on tasks and outcomes, not the person
- Make it a dialogue, not a monologue
- Specify what needs to be done and agree on responsibilities and performance standards going forward
- Remember to fit feedback to the individual