

Tips for Effective Feedback

Effective feedback model

1. Describe the behavior observed. What you can actually see and hear—be objective.
2. Describe the effects of the behavior on production, performance and morale—be objective.
3. State your “concern” (not anger) regarding the behavior and/or effects
4. Request the behavior desired for expected workplace performance.
“When you arrive late to meetings, it caused a disruption and we had to repeat much of the material. I really want to keep staff meetings short and efficient and would appreciate your being on time.”

Situation

One of the employees consistently arrives five minutes late to work every morning, gets coffee, makes the rounds, greets everyone and begins work about 30 minutes late. Meanwhile, the other employees are picking up the slack.

Problem Identification

If you were the manager and observed this situation, how would you give feedback to the people involved in each situation? What might you say in the performance appraisal?

1. What’s the problem?
2. Why is this problem?
3. Whose problem is it?
4. What are the possible consequences of the situation?
5. What should be done? When? Where? How and by whom?

Suggested Solution Statement

Manager: “This is the sixth time in nine days that you’ve not started until 8:30 or so. Our clients and business depend on all of us to be up and running at 8:00 so we can get the planes and parts out. We have a lean staff and the other employees are not expected to pick up slack for other’s who don’t manage their time as well—just like I wouldn’t expect you too. I’m concerned that you’re spending the day playing catch-up, being paid for time you’re not putting in, and the added burden on the others. How can you manage your time better to be ready to work at 8:00 sharp?”

When s/he comes up with excuses, keep going back to the problem of starting on time until s/he sees the issue and comes up with a solution . . .

Manager: “So that I’m clear on this, tell me what we’re agreeing to here.”

Employee: “I will leave my house 10 minutes earlier so I don’t get caught in the traffic and have to hunt for a parking spot off in the boondocks; so I can be here 5 minutes before 8:00, get my coffee, and be at my station at 8:00.”

Manager: “Okay, I’m going to count on that; let’s see how it goes and meet again in two weeks. Thanks for working with me to resolve this problem.”