

# @CompanyName

## Providing Constructive Feedback

Giving feedback is an essential responsibility of being a manager. Feedback should always be constructive and supportive, whether it is positive or to correct performance deficiencies. Keep in mind that all employees want feedback, most managers don't give feedback often enough or specific enough and when done well, is an important part of employee development.

### Feedback should be based in fact

If an employee has gone above and beyond, tell them so. Give them praise and be specific about their contributions or behaviors that contributed to the positive result. If your employee needs feedback to correct behaviors, also be specific.

Give a real example of the behavior, explain the impact the behavior has on the team, project or business and guide them to understand how a change is needed.

### Make feedback timely

Tie feedback to the event. Waiting loses the impact that you are paying attention. Especially in the case of corrective feedback, an employee would appreciate knowing sooner than later so a change can be made for the better.

### Show respect and intention when giving corrective feedback

Studies show that employees prefer to receive corrective feedback than praise. They want to do better. Your job is to make that happen through feedback and coaching. Show your intention, offer the facts, and make sure your delivery is respectful and clear. Include the "why" behind your feedback. Use private space for corrective coaching. When praise is warranted, consider public recognition for your employee. Recognition is one of the most important things you can do.

### Focus on behaviors and not personalities

When coaching for improvement, focus on the behavior. This is crucial. For example, instead of "you need to be smarter with this process" opt for "there have been gaps in following the process; let's review each step". Coaching for performance improvement requires you to be clear on expectations. Use documented procedures if available to help clarify your expectations. Set small goals with your employee to make changes happen. Continue to offer support and be positive. If improvement is not seen over a reasonable period, consult with your HR partner to discuss next steps. A performance improvement plan may be needed.

### Listen

Once you've given feedback, listen to your employee. Ensure they understand your message.

### Next steps

Depending on the nature of correction, create an action plan for following up. Keep in mind that your employee most likely wants to do well in the job, so help them reach that goal.