

*The Essential Series*

# How to give Effective Feedback



Region 11 Training Ltd are approved to  
deliver ILM Development Awards

## **Introduction**

### **Purpose of this guide**

This guide provides a straight forward way for you or your staff to provide effective feedback. It scratches the surface of an extremely important management skill.

By applying some of these principles your people will take on board new ideas and ways of working and put them into practice quicker – benefiting your business. People will also be able to provide feedback to others in a way that adds value and improves their performance.

### **What we do**

We're a training company that know how to get the best from people. We've coached and developed people to improve their skills for many years.

We've included a range of best practice methods which are proven to work. Please make full use of this resource, pass on to colleagues or download further copies from our website.

Here's a taster of the type of professional training we deliver for our clients:

 **Coaching**

 **Management Development**

 **Sales Training**

 **Team Building**

 **Customer Service Training**

 **Training The Trainer**

 **Contact Centre Training**

 **Consultancy Projects**

## How to give effective feedback

### Feedback

The more elaborate our means of communication, the less we communicate.

**Joseph Priestley**

### The case for feedback

If a person doesn't know what it is that they're doing well – how do they know to repeat it?

If a person doesn't know what it is that needs improving – how will they know to change it?

To keep feedback clear, concise and less elaborate we have provided two simple models



**Situation - Task - Action - Result**

- When providing feedback to someone start by describing the **Situation** that they were in or the **Task** that they were completing. This clarifies for the person the context of the feedback.
- Next describe the **Action** they took, ideally from your own observation.
- Lastly, but very important, describe the **Result** their action had.
- This can then lead you into a productive conversation about what they need to do differently to improve. This should be lead by the person providing the feedback with suggestions and ideas coming from the person receiving the feedback.

## **How to give effective feedback**

The EIC formula is also a well proven technique for providing direct feedback that gets to the heart of the matter quickly and focuses on the future rather than dwelling upon what someone did wrong.

### **The EIC Formula**

#### **Example**

Give an example by describing what they did and how they did it

#### **Impact**

Describe the impact this had on the outcome or other people

#### **Change**

Discuss and agree any changes required to improve for the future

# Top Tips for giving feedback

### **Fill level**

Like with a car, there's a limit as to how much petrol you can put in and not all cars have the same size tank. It's the same with feedback. Some people will be hungry for it and others not so. This affects how much feedback you can realistically provide at any one time. Look out for the signs – facial expressions, level of interest shown, changes in their body language and how readily they accept your feedback compared to earlier points raised.

### **Esteem**

Feedback is not all about making someone understand all the areas they need to improve. Provide feedback when people are doing things right as well. The job of feedback is to motivate, support, challenge and develop people so ensure you are able to maintain and enhance their self esteem.

### **Location, location, location**

Worth considering where you provide feedback to someone. Do you do it in the open office within ear shot of colleagues, do you do it privately away from everyone or do you do it publicly in a meeting. The answer is, it depends on a few things, like: the situation and the type of feedback you're giving; how the person you're giving it to will react; the overall effect you're intending to have (public feedback to one person may motivate others in the process) and the importance and immediacy of the feedback needed (some things just can't wait for the right moment).

### **Eating an Elephant**

For some people there may be many areas where feedback and further coaching are required and it can be tempting to tackle all of them at once. Some people just don't know where to start – a bit like if you tried to eat an elephant (hypothetically speaking). Whether its giving feedback or eating large animals the answer is the same – bite sized chunks!

People can only take in and work on so much, so help make it manageable. Prioritise your feedback based on what will make the biggest contribution or add most value. By breaking it down you're helping to motivate people with challenging and achievable goals.

### **Flex your style**

Even using one of the two models provided in this guide you may still have to adapt your style for giving feedback based upon the nature of the feedback (positive or developmental) and the person you're giving it to. Remember if you are to get the very best out of someone you have to be aware and sensitive to their needs as an individual. Some people will want direct, up front feedback, making comments like "please just tell me straight" etc. Others will expect a more gentle approach – even though the actual feedback may be the same.

Remember the purpose is to encourage someone to either repeat great behaviour or actions or adapt their behaviour or actions. This will be best achieved if you work with everyone on an individual basis.

### Values

We hope that you have made the most of this 'Essential Series' resource and passed it on to your colleagues and friends so they too can provide some great feedback.

This is a small selection of ideas of practical and proven management tips that we've shared with you. To give you a better idea what it is like to work with us, we also share with you our values, below, which are evident from the moment you meet us.

They also help us ensure we add value to everyone we work with.

Thank you...

**Damian Palin**, Director  
Region 11 Training Ltd



#### Challenging

It's simple. People learn much more and much faster when stretched.

We challenge people to step outside of their comfort zone and encourage them to find better ways of doing things. It's all about improving and becoming better tomorrow than they were last week.



#### Engaging

We work hard with clients to ensure people are engaged and stimulated by their development. We use a blend of accelerated learning principles and focused activities to bring the training to life. With strong connections with the work place this encourages long lasting learning and real benefits.



#### Professional

We are serious about helping people and businesses improve. We adopt a professional approach to achieve this.

We are qualified professionals and bring our years of knowledge, practical experience and 110% energy and attention to each client relationship.



#### Fun

When people work with an enthusiastic, professional person and are engaged and stimulated by challenging activities, it's almost impossible not to have fun.

This is the vital ingredient that keeps us all healthy and ensures clients get value for money.