

GIVING CLEAR AND HONEST FEEDBACK

Complete Output from Civil Service Live Sessions

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Giving and Receiving Feedback

- Remember that feedback can be lost in translation
- Listen. Let someone speak – don't interrupt them
- Ask for feedback on yourself as often as you can - the more feedback you receive, the easier it gets for you to be able to process it and work out how to act on it
- Don't make assumptions
- If giving challenging feedback, offer support with how to improve in the future
- Think about how you would like to receive feedback
- Always try to be open to receiving feedback
- Consider the impact. What are the possible outcomes? Are you prepared for those outcomes? Will it bring about the changes you require?
- People's interpretations are very diverse. Remember that
- Consider the effect on yourself not just the impact on the recipient. Offer to give written or verbal feedback
- You can also learn from others by asking for feedback from lots of people to see different styles
- Keep feedback positive and don't dwell on the negatives
- Feedback is a gift!
- Understand what you want the person to change especially with behaviours - ensure it is communicated to support development



- Direct feedback can be powerful – give it in the moment, allowing an opportunity to comment.
- Feedback can be time bound – waiting for midyear/end of year appraisals can be too late
- Ask permission
- If on the phone – have a general conversation first or get a sense of how they are feeling. Is it good timing?
- Allow time for person to act upon feedback, talk to management about personnel skills – be honest.
- Give regular feedback



Feedback Should Be Useful and Accessible

- Be clear and give examples
- Hold regular meetings
- Be committed to giving feedback
- Check if the feedback is helpful and if you're comfortable giving it. If you received it, then it should be accepted/acceptance
- When illustrating what needs to improve and why, ensure you offer ideas as to how
- Follow up the feedback 2-3 months later
- Make sure you really understand the feedback you are receiving and ask questions
- After providing constructive feedback it needs to be jointly owned by the giver and receiver to create an action plan to improve/develop
- Should not base feedback on hearsay
- Manage expectations
- Stay calm and observe the person's reaction and understanding of the feedback (check understanding)
- Encourage self-reflection: it's a powerful skill to nurture and it can take the pressure off you!



Giving Difficult Feedback

- Explain why you're giving the feedback
- Give constructive feedback with solutions
- Be precise and do not go round the houses
- Give feedback personally. Have had to give feedback before from a more senior manager to one of my members of staff – it didn't work
- Be sincere
- Prepare, prepare, prepare – be honest
- Don't stick rigidly to prepared line
- Do not assume and don't make assumptions
- Feedback should be constructive – not personal criticism
- Plan out how you will give your feedback prior to giving it
- Need to have trust between managers and staff and managers
- Make time for one to ones as very important to invest in one to one time with staff as very difficult to have the conversation at the end of year review
- Don't belittle staff and don't be negative
- Make sure you pick a suitable time. Smile, be approachable and open to discussion
- Open discussion by explaining reasons, then – discuss what went wrong, how to improve. End, by focussing and stressing what was good. Leave individual feeling like you notice the whole picture, not just the frame.
- Be honest, but not necessarily too honest!
- Do not move goal-posts, stick with plan of action. Try not to do everything by email!
- Discussion is better face to face
- Explain why you are giving feedback and how things can be done better
- Focus on key issue rather than lots of small stuff
- Be objective
- Feedback is vital in a modern business – don't be knocked back by the dinosaurs!