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**How to provide effective feedback**

Providing effective feedback is an important part of a manager’s role, but many managers do not give enough feedback. An absence of feedback can create uncertainly amongst staff about the organisations expectation of them and their standard of performance.

Positive feedback helps reinforce performance and behaviour, create a sense of engagement, supports learning and development and demonstrates to the individual that their contribution is recognised. Regular feedback can help develop a culture of conversation. Feedback can also help to address areas of concern in relation to performance and behaviour. Feedback should be ongoing – not just provided during P&DR meetings.

Managers should consider:

* Provision of regular, informal feedback is more natural and less intimidating for staff.
* To be meaningful, feedback should be specific – not just ‘thank you’ or ‘good job’ but detailing exactly that was good or beneficial. Make it personal – tell the individual what you valued.
* Do not wait until someone is performing poorly before giving them constructive feedback.
* Managers should own the feedback – not just repeat what other people have said to them. Share feedback on what has been observed about performance and behaviour.
* Feedback should be given face to face – not via email.
* Be detailed – don’t generalise but use examples where appropriate.
* Feedback should be given at the earliest opportunity – positive feedback in particular benefits from immediacy.
* Keep a record of feedback received and provided during the year, so that it can be discussed at formal PDR meetings.
* When providing more challenging feedback – such as about performance issues – recognise that the individual may have an emotional reaction – give them time to reflect and respond.
* Consider when and how you provide feedback – there are occasions where wider team recognition is appropriate (such as at a team meeting) but other feedback will be more suited to a 121 situation.