



Knowledge to lead

Giving Feedback Effectively

Purpose

The purpose of giving feedback is to improve a situation or performance. It is important to try to make it a positive process and experience.

Content

- Identify the topic or issue that the feedback will be about
- Limit your focus on no more than 2 issues
- Be specific and identify exactly what needs to be improved
- Prepare comments before giving feedback: this will help you be as clear as possible
- Where possible, use specific examples
- Give time to the other person to think through what you said and react to it
- Provide specific suggestions to improve the situation

Manner

- Be direct when delivering your message and avoid beating around the bush
- While public recognition is appreciated, public scrutiny is not. Therefore, establish a safe place to talk where you will not be interrupted or overheard
- Highlight positive aspects as well: a good rule is to start off with something positive or to give positive feedback at the end of the session
- In positive feedback, express appreciation; while in negative feedback, express concern. A tone of concern communicates a sense of importance and care, and provides the appropriate level of sincerity to the message

Time

- Giving feedback is not about surprising someone so the closer you do it, the better.

Frequency

- Feedback is a process that requires constant attention
- Distinguish between formal and informal feedback. In the first case, it may be given e.g. once a year or every three months, while in the second case simple, informal feedback should be given much more often- perhaps every week depending on the situation.

Follow up

- The whole purpose of giving feedback is to improve performance. Be sure to regularly follow up and make adjustments.



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