

HR Essentials: February/March 2011

Constructive Feedback

Instructions outlining the annual review process for Faculty and Administrative Professional personnel were issued for the review period of January 1, 2010-December 31, 2010. The below guidelines are intended to assist supervisors when providing feedback.

Put the Focus on Behavior, Not Personality

Focus on your coworker's behavior, actions, statements, and results when giving feedback, rather than on the person. Feedback is much easier to accept when the person receiving it doesn't feel his or her personal worth is being criticized. Feedback is much better received when stated positively rather than negatively. At least, be tactful. Then, offer suggestions on how to improve performance.

It's How You Say It that Counts

When you say someone was "boring" while giving a presentation, that labels him or her negatively and it hurts self-esteem. Instead, identify the parts of the presentation that could have been better and suggest ways to make it more interesting.

Be specific. It isn't helpful when you say, "Your presentation wasn't very interesting." Instead, say, "Your presentation could be improved by changing your delivery and by offering details to hold the listener's attention." Then make suggestions, e.g., "Mary, if you speak louder and put more energy into your presentation delivery, people will feel your passion. You could also give details about where you got your idea for the 'whatchamacallit' and how you created a prototype;"

Tell your colleague what worked well, e.g., "Wow, you really dressed nicely for that presentation, Robert." "The presentation was just the right length." "You have a terrific vocabulary!"

Listen

Listen calmly to what your coworker has to say in response to your feedback. Refuting feedback is often a first step toward a coworker's acceptance of it. It doesn't automatically mean your coworker is in denial; refutation is a normal reaction we experience to protect our egos. The remarks he or she makes should lead to further discussion. You may find that your coworker had valid reasons for doing what you criticized. Use the phrase, "I understand" often. Soon your coworker may accept that his or her efforts could be improved by your suggestions.

Receiving Feedback

When it's your turn to receive constructive criticism from colleagues, listen carefully, rephrase their comments in your own words for clarification, and ask questions. If they don't give you specifics, ask for them. Ask for suggestions as well. Don't let your ego get involved! If you feel you had a valid reason for the action they are criticizing, state the reason calmly and ask, "Do you think I should have handled that another way?" When they finish, thank them and tell them you will think carefully about the feedback. You may discover that they have given you excellent ideas for improving your performance. Following these rules of engagement will give you and your colleagues an effective and non-threatening procedure for giving and receiving feedback about work performance.