



Performance Feedback: Tips for Supervisors

CWC Sharing Skills ~ Building Connections

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Commonwealth Workforce Coalition

A Network of Massachusetts Community-Based Workforce Development Practitioners

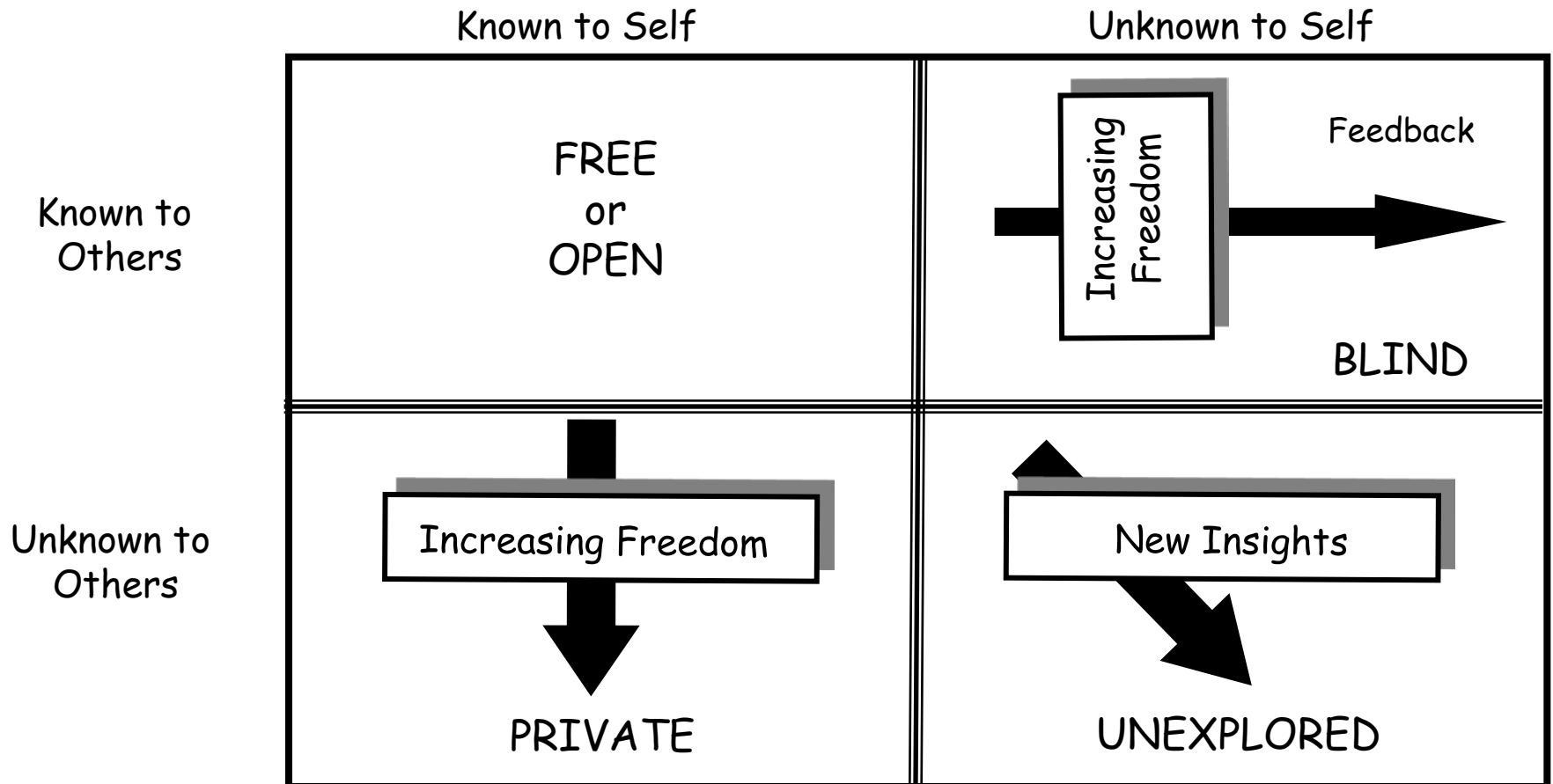
Performance Feedback: Tips for Supervisors

- Define “Performance Feedback”
- Describe What We Are Trying to Accomplish
- Introduce a ‘Feedback Template’
- Look at the Importance of Well-Chosen Words
- Practice & Discuss

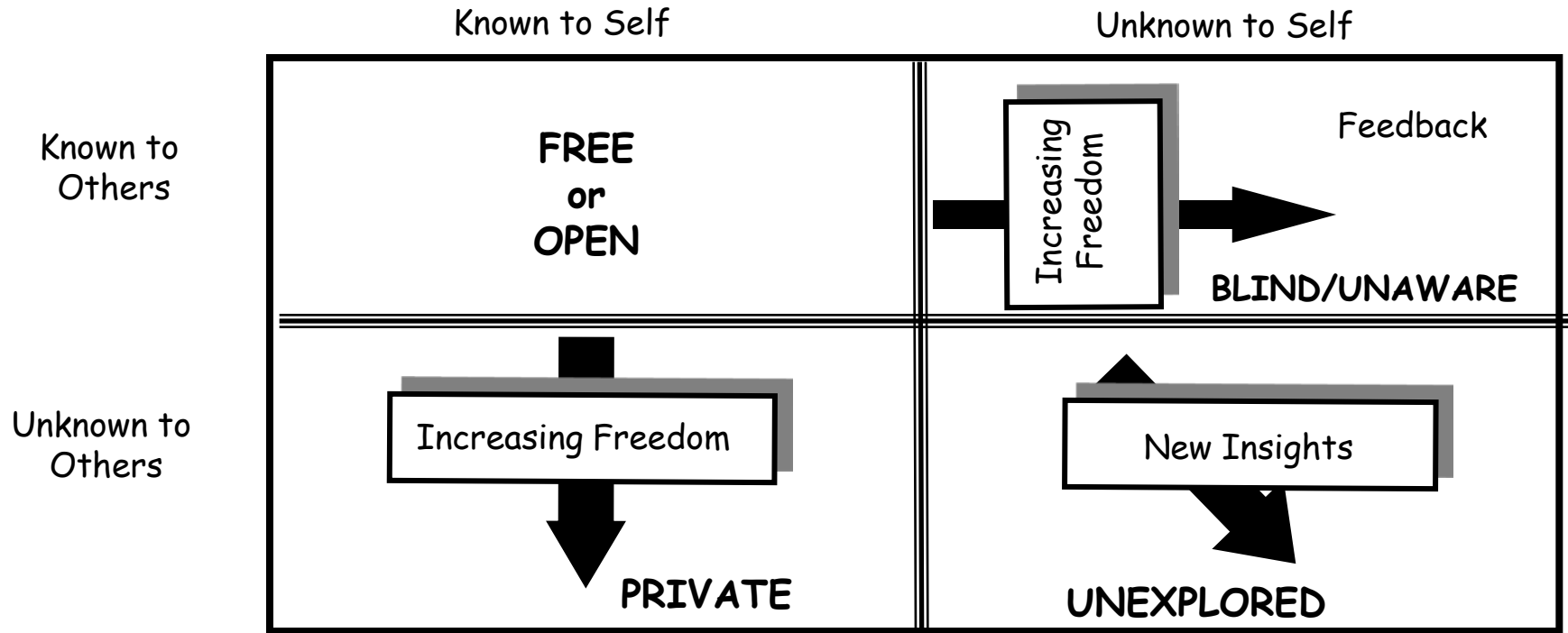


THE JOHARI WINDOW

The concept of the "JoHari Window" (introduced by Joe Luft and Harry Ingram) can help us understand the place of feedback in our lives.



THE JOHARI WINDOW



The whole square made up of the four boxes is the **SELF**:

- That part of yourself which is known both to you and others is the **FREE** or **OPEN** area of your life.
- The part of yourself which is known to you but not shared with others is the **HIDDEN** part of your life.
- The part of yourself which is known to others, but not to you is the **BLIND** part of your life.
- The part of yourself which is currently unknown to you *and* to others is the **UNEXLPORED** part of your life.

Feedback Guidelines

Feedback Should Be:

- **Descriptive** rather than evaluative or judgmental
- **Specific** situation more than a general comment
- **Focused on Changeable Behavior** rather than a personality trait, a personal style issue, or a quirk that just annoys you
- **Sooner** rather than later - but let enough time pass so you are not simply reacting - feedback has a short "shelf life"



Think about it...

...If these guidelines were followed each time you received performance feedback - how do you think you would respond to it?

Feedback Guidelines

Feedback Should Be:

- **Sharing Information** not simply giving advice
- **Checking for Understanding** on the part of the employee; not simply a speech, but two-way communication
- **Well-timed** - choose a time that is likely to be uninterrupted and allow you both to focus on the feedback.

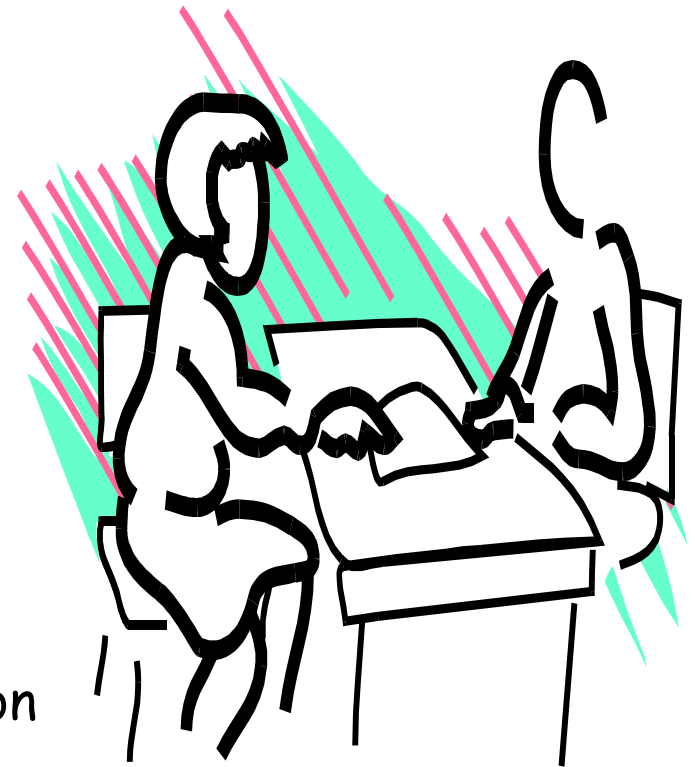


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Feedback Message Template

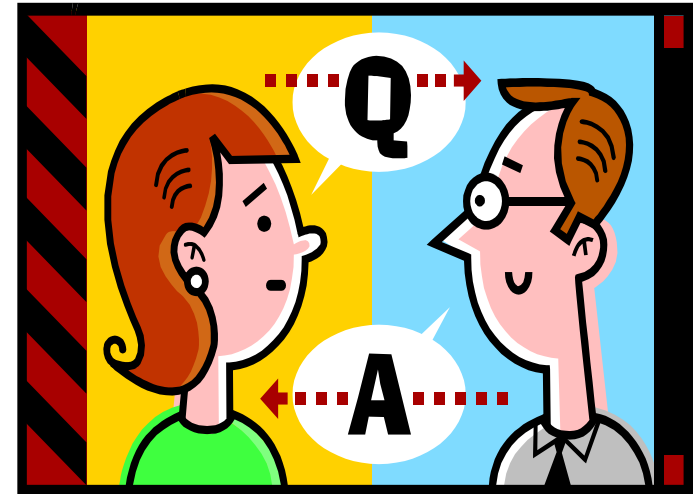
1. Description of actual performance
2. Overview supporting data
3. Summarize the result/impact of actual/current performance
4. State/Re-state performance expectation
5. Action plan to achieve expected performance



Let's Give A Little More Attention to Step 1: *Description of Actual/Current Performance*

Effective Observation Requires:

1. Empathetic listening
2. Ask questions to re-create the performance situation/scenario
3. Ask for *specific* examples
4. Conduct diagnostic probes



FRAMING FEEDBACK MESSAGES

Certain phrases help you frame your feedback message in ways that are more objective and descriptive.



Use a Specific Example

"As a shift supervisor you need to do a better job listening to the concerns of your people. For example, last week two employees expressed concern about their safety. When I asked you what you have done to address the issue, you said, "I haven't gotten to it yet. Our commitment was to respond to them as soon as we could."

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If/Then

"If we can't get agreement on how to realign your responsibilities, I can't do anything about the excessive hours your working. I need to know which projects you want to keep and those you want to hand off."

What I like about that is. . .and what I don't like is. . .

"I really like the fact that you are asking senior managers to give input on your project; it is going to build support as we move forward. What concerns me is that you were too general when you asked for input. I suggest you. . ."

What we agreed to is. . .and what's happening is. . .

"You agreed to meet with me at 9:00 before the staff meeting. For the past two weeks, you've been unavailable when I came to your office for the meeting."

FRAMING FEEDBACK MESSAGES

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When you. . .I feel. . .because. . .

"When you agreed to let everyone know when you're out of the office, and don't, like yesterday, I feel frustrated because you're not available and decisions get delayed."

Let Someone Know Impact of Behavior

"I've been encouraging everyone to speak up in department meetings. I noticed that a couple to times in today's meeting you interrupted Liz. After your third interruption, she shut down and we never got to hear her ideas."



FEEDBACK MESSAGE: "TALKING POINTS"

Performance Area:

1. Description of Actual Performance:
2. Overview Supporting Data:
3. Summarize the Result/Impact of Actual/Current Performance:

FEEDBACK MESSAGE: "TALKING POINTS"

4. State Performance Expectation:

5. Action Plan to Achieve Expected Performance:

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