

## People & Culture Leader Guide - Delivering Feedback

### Purpose

As a leader, it is important that you understand the importance of delivering feedback to your team and how this can be used to positively influence performance and behaviours, resulting in a culture that is aligned to our values.

Why is feedback important?

- It helps to reinforce positive behaviours and actions
- It helps people to reflect on behaviours and actions that need adjusting, to make positive changes
- Sets expectations and standards in line with policies and procedures
- Prevents small issues from developing into difficult to manage problems
- Provides clarity, clears up misunderstandings and enables better teamwork

### Key Information

#### Easy ways to construct your feedback

Sometimes giving feedback requires you to think through what you would like to say and how – that’s ok. To ensure best results from feedback conversations, aim to deliver feedback using the ‘**BOOST**’ guidelines and take some time to check if your feedback will be considered as:

<b>B - Balanced</b>	<p>The focus during feedback sessions should be on the areas of the team member’s development and strengths, with a focus on how the strengths can be further leveraged. When giving “negative feedback”, be sure to include good and constructive points too.</p> <p><b>Balanced Feedback:</b> “Congratulations on hitting your target of setting up 10 meetings in the month of June. Well done. As far as improvement is concerned, I did not see the weekly report from you in the last week of June. Let’s make sure that we don’t miss out sending these updates at the agreed frequency. Overall, keep up the good work.”</p> <p><b>Unbalanced feedback:</b> “You did not send out the weekly report in last week of June. Such mistakes will not be tolerated.”</p>
<b>O - Objective</b>	<p>When giving feedback, avoid referring to the personality of the team member but rather on the actions and impacts. Be descriptive, not evaluative.</p> <p><b>Objective Feedback:</b> “You have arrived late to a few of your shifts this fortnight. It’s really important that you are here ready to start your shift as per the roster. When you’re not here it means your team mates have to pick up extra duties and it impacts the level of support we can deliver to our customer. Can you let me know what’s been causing this?”</p>

	<p><b>Unobjective feedback:</b> “You are always arriving late to your shifts in the morning and it needs to stop. You clearly do not care about your job – I could tell you were a lazy person from day one”.</p>
<b>O - Observed</b>	<p>As best you can, base your feedback on what you have observed, rather than on what you think about it or your feelings about an issue.</p> <p><b>Observed Feedback:</b> “The log of your daily attendance shows that you check-in late and check-out early. Although this doesn’t seem to have affected your weekly targets. Please make sure that you fulfil your mandatory number of hours per week.”</p> <p><b>Unobserved feedback:</b> “I’m hearing from your colleagues that you do not come on time to office and leave early. It appears you are not committed to your job”</p>
<b>S - Specific</b>	<p>Make sure that you back up your comments with specific examples of the observed behaviour. For example, when giving a colleague feedback on a job well done by them, explain exactly what he/she did well.</p> <p><b>Specific Feedback:</b> I really liked the way you engaged with our customer when they were feeling distressed about the change in their routine today. The tone of voice you used and your language choice was perfect.”</p> <p><b>Vague Feedback:</b> “Good job today with our customer”.</p>
<b>T - Timely</b>	<p>Always endeavour to give your feedback as soon as possible, after the activity. Doing this ensures that you capture the observed action(s) as accurately as possible.</p> <p><b>Timely Feedback:</b> “Reports for last month should have been submitted last week. Please make sure that you do not exceed the deadline next time as we are relying on that information”.</p> <p><b>Delayed feedback:</b> “A year ago in June 2019, you failed to submit your report on time. This really impacted our ability to get key information. You’ve done this a few times since but this is the first time I’ve been able to talk to you about it.</p>

**Hot Tip:** Also remember, what you say is important, but **how** you say it can impact the success of the feedback being taken onboard by your team member. Stay positive with an engaging tone and avoid directive or authoritative language.

### Easy ways to deliver feedback

A simple way to deliver feedback is using the ‘Situation – Behaviour – Impact’ Feedback Tool (SBI).

This tool will allow your team member to reflect more on their actions whilst understanding precisely what you are commenting on and why, as well as think about what they need to change.

It’s as easy as 1,2,3...

1. Begin with defining the situation the feedback refers to.
2. Follow this by the specific behaviours you want to address.

- The last step is describing the impact their behaviours have had (this could be on staff, customers or the more broadly on the organisation).

From this, the team member then has the chance to reflect on the situation and their behaviour and discuss with you strategies for improvement.

Tips for Giving Constructive Feedback	Tips for Giving Positive Feedback
<ul style="list-style-type: none"> <li>• Discuss the performance privately where you can</li> <li>• Find the full facts and the reasons why it occurred? (avoid judgement too early)</li> <li>• Check to make sure you've clearly stated your expectations.</li> <li>• Avoid providing feedback when you're angry or stressed – your intent might get misinterpreted</li> <li>• Talk to the staff member as soon as possible after the issues occur</li> <li>• Be factual, specific and objective when giving feedback</li> <li>• Own your message by using “I” statements</li> <li>• Detail the benefits of making the change</li> </ul>	<ul style="list-style-type: none"> <li>• Saying thanks for a job well done</li> <li>• Giving praise for solving a problem</li> <li>• Acknowledging consistently following the policy and procedures e.g. 6 Rights of medication</li> <li>• Congratulating and acknowledging achievements</li> <li>• Recognition for living the values</li> <li>• Even those who don't perform the best should receive positive feedback as they improve (with your help and guidance)</li> <li>• Look for opportunities to call out team members doing the right thing</li> </ul>

Make sure you document any feedback conversation you have with your team. You may need this at a later date to refer to. See the Performance Partnership program on Leading @ endeavour, which highlights mandatory conversations you should be having with your team.