



## Giving Feedback Overview.

Feedback is a critical skill for managers in coaching and developing others. No world-class athletes could ever develop their talents without meaningful feedback on their performance. The same is true for your organisation. The best way to develop your managers is to give them feedback on their performance and to set up systems/ways for them to see for themselves how much progress they are making.

Providing good feedback does not occur naturally or by default. To provide effective feedback, managers must develop and cultivate very specific conversational skills. Our recommended program focuses on these skills. Blanchard's *Giving Feedback* model is unique in that it uses a behavioral approach to teach participants how to deliver four specific types of feedback:

- **Pure Feedback on “What.”** This is nonjudgmental, descriptive feedback that provides objective information about results or outcomes.
- **Pure Feedback on “How.”** This is nonjudgmental, descriptive feedback that provides objective information about the activities, or the way in which results are obtained.
- **Personalized Feedback—Praise.** This is judgmental feedback (positive) designed to encourage desired behavior in the future.
- **Personalized Feedback—Disapproval.** This is judgmental feedback (negative) designed to extinguish undesired behavior.

The *Giving Feedback* program also includes a situational focus that helps leaders identify exactly the type of feedback that is most appropriate for the situation. Using an exclusive Feedback Decision Tree, leaders determine if a person is intrinsically or extrinsically motivated towards accomplishing a goal and which type of feedback will develop competence and internal commitment. The result is a comprehensive approach that teaches your leaders how to deliver feedback in a way that improves performance, promotes trust and confidence, and increases productivity.