# Performance Management

# Giving & Receiving Feedback

for Individual Contributors

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Goals of this Course

* Understand Penn State’s performance management process
* Understand how to effectively give and receive feedback
* Identify your role and responsibilities in this process
* Familiarize yourself with feedback models and best practices

The Performance Management Cycle



Setting Goals & Expectations

Appraisal & Reward

Feedback & Coaching

|  |  |
| --- | --- |
| Setting Goals & Expectations | * Clearly communicate expectations re: job responsibilities and competencies (skills) and behaviors
* Communicate how individual goals align with department and organization goals
* Help your employees set clear, measurable performance goals

  |
| Ongoing Review & Feedback  | * Holds people accountable for meeting performance goals and objectives
* Provides constructive feedback to help staff improve performance
* Takes appropriate action to address poor performance
 |
| Appraisal & Reward | * Conducts thorough annual performance reviews
* Assesses individuals fairly
* Differentiates high performers appropriately
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Roles in Giving and Receiving Effective Feedback



Staff

* Monitor own performance
* Seek performance information
* Apprise manager of successes
* Act on feedback received

Manager

* Provide clear and on-going feedback
* Ensure that staff member understands expectations



Institution

* Create a consistent language for giving and receiving feedback
* Establish culture for giving open and honest feedback
* Ensure managers model this culture

Feedback and Coaching

**Feedback has a direct impact on our work:**

* Gives us specific information to help us improve
* Makes performance expectations clear from the start
* Heightens efficiency by reducing resentment, buildup, etc.
* Strengthens relationships

**Benefits of Positive Feedback**

* Gives clarity to the employee about good performance.
* Creates enthusiasm.
* Builds confidence and self-esteem.
* Increases appropriate risk-taking and innovation.
* Demonstrates care and involvement.
* Makes an employee feel acknowledged.

**When Positive Feedback is appropriate**

* When used to recognize specific job performance that has met and/or exceeded expectations.

**Example of Positive Feedback:**“The budget estimates you presented at the last staff meeting were very detailed and gave us good criteria for decision-making.”

**Benefits of Developmental Feedback**

* It lets people know how to execute a task more effectively.
* It steers actions; communicates what needs to change.
* It increases the person’s self-awareness.
* It is the foundation of all development.
* It gives a bigger picture to the employee.

**When Developmental Feedback is appropriate**

* When used to help an employee monitor and correct their own behavior.

**Example of Developmental Feedback:**“My expectation was that you would provide us with more details on the event budget. Because we didn’t have enough information, we won’t be able to make our final decisions until later this week. What can you do to ensure that we will have the correct information?”

You

 **Feedback Exercise:**

1. Write the initials of the people that you work with in each light blue circle. This may include direct reports, peers, managers, customers etc.
2. Then for each person, answer the following questions:
	1. Are you comfortable providing them with direct, constructive feedback?

Yes – draw solid arrow from you to their circle
No – draw dashed arrow from you to their circle

* 1. “Are you comfortable receiving direct, constructive feedback from them?”

Yes – draw solid arrow from you to their circle
No – draw dashed arrow from you to their circle

Feedback Framework:

Feedback is an essential component of a learning and performance culture. The framework assists in preparing to deliver feedback effectively.

Feedback is…

* Most beneficial if on-going (which ensures no surprises)
* Intended to support employee performance and development
* Helpful and applies to both positive and constructive situations

**CONSEQUENCES/**

**OUTCOME**

Known or possible effects of continued behavior

**ASSESSMENTS**

Personal interpretations
or evaluations of a set of observations

**OBSERVATIONS**

Neutral facts
or occurrences
(behaviors and outcomes)

**EXPECTATIONS**

**Desired behaviors and outcomes**

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Example of Positive Performance Feedback

Example of Constructive Performance Feedback

Your Turn!

**To deliver constructive/developmental feedback to Susan:**

Susan is a co-worker who shares in the responsibility of answering the phones with you. Your department prides itself on customer service and you are both expected to answer the phones as a primary part of your role. Over the last few weeks, the phones have been ringing off the hook and it seems as if Susan rarely answers the phone. Her inattentiveness is frustrating you. What do you do?

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| 1. State your Expectations
 | Describe the standards or expectations you have for the situation. |
| 1. Describe Your Observations
 | Tell the employee what they did that you want to give feedback on. |
| 1. Share your Assessment
 | Describe how the behavior impacted the department and/or Penn State. |
| 1. Explain Consequence
 | If the behavior should be changed, offer suggestions on what to do differently. |

**Remember:** Every discussion will look a little different, depending on the situation. The receiver of your message will undoubtedly interject at many points in between steps. Whenever they start talking, let them finish and then REPHRASE what they’ve said so they know you understood.

Tips for Giving Feedback

* Act sooner rather than later
* Check your intentions
* Dialogue — ­treat feedback as a shared responsibility
* Confirm mutual understanding and invite new information
* Keep emotions in check
* Respect differences

**What gets in your way of giving feedback?**

**What actions can you take in order to overcome those challenges in the future?**

Remember, giving feedback well begins with following good practices. Practice and experience will help you become more skilled and comfortable in giving feedback.

By providing timely, constructive, and candid feedback to others, you will be an important part of their development and success.

Tips for Receiving Feedback

1. **Ask for feedback on an ongoing basis.**

Feedback is so important that we have to ask for it if it does not occur naturally. Sometimes we do get feedback, but it is restricted to one aspect of our behavior, and we may have to ask for additional feedback.

 To ensure that we get feedback the way we’d most easily hear it, we can direct the giver on what we’d like to know: two or three things that we’re doing well, and one or two things to work on. Also, we can ask the feedback giver to observe some aspect of our delivery, paying particular attention to whatever it is we want to improve.

1. **Do not reject feedback.**

 Be open. Feedback can be difficult and uncomfortable to hear. Rather than react by rejecting what is being said, work to reflect on how it could be valid.

1. **Assume best intentions.**
2. **Listen for understanding. Clarify what the feedback means.**

 When our defenses are up, we are more likely to misunderstand what is being said. Ask for clarification about the feedback before you respond to it. Try to paraphrase or repeat what you heard to check that you understand. This also allows the feedback giver to know that you’ve understood.

1. **Respond to feedback. Share your own views. Jointly agree on ways to improve.**

Depending on your ability to take in the feedback given, you may want to delay a response. (As you respond think about what you want, what you are willing to do, and where you will compromise, if necessary. Build your own action plan.)

1. **Thank the person for giving the feedback.**

 Remember, delivering feedback can be difficult. It was intended to help you. Thank the person that is delivering it.

Ask yourself…

How often do I ask for feedback?

Do I ever get defensive?

Do I ask for more detail?

Are my conversations thorough?

Do I ensure that expectations are clear?

Do I set goals for improvement?

Do I follow-up to get additional feedback on progress?

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| --- |
| **Receiving Feedback: Discussion Primer** |
| What would I like feedback about?  |
| Who can give me reliable feedback about this? How and when I’ll ask for the feedback.  |
| Questions I’ll have for the person(s) giving the feedback: |
| How I will close the discussion:  |

Receiving Feedback: The SARA Model

Feedback can be overwhelming. Understanding the natural progression of reactions to feedback can help you work through feedback you receive yourself, and it can help you to understand others’ reactions when you give them feedback. It may also help you react to feedback more calmly, and possibly keep you from taking an action you may later regret.

When receiving feedback, think of The SARA MODEL:

* **S**urprise –in the extreme, **S**hock
* **A**nnoyance – in the extreme, **A**nger
* **R**ationalization – in the extreme, **R**ejection
* **A**cceptance – acceptance does not equal agreement

 **Surprise:**

A first and natural reaction to feedback is often surprise. This is a natural defense mechanism – accept this response. The best action in this stage is no action.

**Annoyance:**

Surprise is replaced by anger. You may feel “how could he/she do this to me?” This is also a natural reaction, and the feeling will pass. Again, it is wise not to take action during this stage.

**Rationalization:**

During this stage, you are likely to make reasonable excuses. This is a way to try to make sense of the feedback – and is a way to help you feel that you are in control. Even though you sound “together” you most likely are not.

**Acceptance:**

Here, you can finally look at the feedback with some objectivity, take what is useful and figure out how to best use it.

Keep in mind that the amount of time it takes to move through the SARA stages may vary depending on the nature of the feedback. Allow yourself to pass through the stages at a natural pace.

Performance Management Next Steps: Mid-Year Check-In

1. Schedule an appointment with your manager.
2. Conduct the mid-year check-in.
3. Discuss overall performance and review goals.
4. Document the conversation in Workday