



CONSTRUCTIVE FEEDBACK

Water Agency

Will Gow, MERIT Technical Advisor
September 23, 2022

What is Constructive Feedback

Constructive Feedback is a communication that gives a staff member information about their performance with the aim of developing and/or enhancing that performance.

Constructive Feedback is used to reinforce positive performance or to improve negative performance.

Constructive Feedback

- is at the heart of a coaching relationship.
- is more likely to be effective if provided in a friendly, supportive environment.
- should never be given in anger or be judgmental.
- should be presented as an opportunity for learning and development rather than something threatening or intimidating.
- is about learning and as such is an ongoing process.
- Constructive feedback provided skillfully opens the way to a relationship that is built on trust, honesty, and genuine concern, leading to personal learning and growth.

Characteristics of Constructive Feedback

- It is descriptive rather than evaluative
- It is specific rather than general
- It focuses on the facts and/or behavior rather than on the person
- It requires an awareness of the needs of both the receiver and the giver of feedback
- It is directed toward an issue or behavior which the receiver can do something about

Characteristics of Constructive Feedback

- It is well timed
- It involves sharing of information, rather than giving advice
- It involves the amount of information that the receiver can use rather than the amount we would like to give
- It is well thought out before being offered

- Be direct
- Avoid 'need to' phrases
- Be sincere
- Avoid mixed messages (No BUT statements)

Manner

Manner is the way in which you provide the feedback. How you say it can be just as important as what you say.

BIT Model:

Behavior: Describe the behavior for which you are providing feedback

Impact: Describe what impact the positive performance had

Thank you: Express your thanks and appreciation for the performance.

Positive Feedback

In positive feedback situations, express appreciation.

Tone is important – can turn constructive feedback into criticism

The purpose of corrective feedback is to create awareness that can lead to correction or improvement in performance

Corrective Feedback

In negative feedback situations, express concern

- Give feedback person to person
- State observations, not interpretations
 - Factual
 - Nonjudgmental

Corrective Feedback

In negative feedback situations, express concern

- Understand that constructive feedback is not criticism!
- Before you give any feedback, revisit your own biases
- What is it that you really need or want from this individual and why?
- Check your attitude.
- Check your information.
- Provide Corrective feedback in a timely manner.

Constructive Feedback

There are some things to remember to help deliver corrective feedback in a sensitive manner.

- **B** Be specific about the behavior you are trying to correct.
- **E** Describe the effect that behavior is having.
- **E** Clearly state your expectations regarding that behavior.
- **R** Describe the results that will occur when the behavior is corrected.

There is also BIFF method used with high conflict personalities.

B Brief

I Informative

F Friendly

F Firm

BEER Model

Using a model to structure the content of the feedback can help keep the conversation on track

Each group should:

Half of the group should develop a scenario to correct unproductive behavior using real life examples:

B- behavior **E-**effect **E-** expectations **R-** result

Half of the group should develop a scenario for providing constructive feedback to reinforce positive behavior using real life examples:

B – behavior **I** – impact **T-** Thank you

Appoint one supervisor and employee to role play the first scenario and one supervisor and employee to role play the second scenario.

10 to 15 minutes to develop the role play scenarios

Exercise

Reinforce positive behavior
Correct unproductive behavior

Ask yourself:

- Are they both capable and willing to improve their performance?
- Root causes maybe:
 1. *Employee lacks purpose or a connection to the organizational culture or values*
 2. *Employee has not been adaptable, and failures have led to lack of confidence in their ability*
 3. *Employee attributes poor performance/behavior to others – No sense of personal accountability*
 4. *Employee has personal stresses, mental or health challenges*

If performance challenges continue, then look into root causes for behavioral issues



Mongolia:
Enhancing Resource
Management through
Institutional Transformation

Address: Floor 3, National Times News Tower Khudaldaanii gudamj, Khoroo 1
Chingeltei district, Ulaanbaatar-15160 Mongolia

Phone: +976 7610-5000