AO Foundation

GIVING FEEDBACK STATEMENT SHEET

Useful feedback is:

1. **Given with Care**. To be useful, feedback requires the giver to feel concern for and to care for the person receiving feedback—to want to help, not hurt the other person.

2. **Given with Attention**. It is important to pay attention to what you are doing as you give feedback. This helps you to engage in a two-way exchange with some depth of communication.

3. **Invited by the Recipient**. Feedback is most effective when the receiver has invited the comments. This provides a platform for openness and some guidelines; and it also gives the receiver an opportunity to identify and explore particular areas of concern.

4. **Directly Expressed**. Good feedback is specific and deals clearly with particular incidents and behavior. Pussyfooting or making vague and wooly statements is of little value. The most useful help is direct, open, and concrete.

5. **Fully Expressed.** Effective feedback requires more than a bald statement of facts. Feelings also need to be expressed so that the receiver can judge the full impact of his behavior.

6. **Uncluttered by Evaluative Judgments**. Often it is helpful not to give feedback composed of judgments or evaluation *s.* If you wish to offer judgments, then it is necessary to state clearly that these are matters of subjective evaluation. Next simply describe the situation as you see it and let the person concerned make the evaluation.

7. **Well Timed**. The most useful feedback is given when the receiver is receptive to it and is sufficiently close to the particular event being discussed for it to be fresh in his mind. Storing comments can lead to a build-up of recriminations and reduces the effectiveness of feedback when it is finally given.

8. **Readily Actionable**. The most useful feedback centers on behavior that can be changed by the receiver. Feedback concerning matters outside the control of the receiver is less useful. It often is helpful to suggest alternative ways of behaving that allow the receiver to think about new ways of tackling old problems.

9. **Checked and Clarified**. If possible, feedback should be checked out with other people to explore whether one person's perceptions are shared by others. This is especially useful in a training group and also can be promoted in a work team. Different viewpoints can be collected and assimilated, points of difference and similarity clarified, and a more objective picture developed.

Excerpted from Improving Work Groups: A Practical Manual for Team Building, by Francis and Young, p. 135.