

THE COACHING GUY

Building Leadership Capabilities

Steps to Providing Feedback

Providing effective feedback is crucial in various contexts, whether it's in a professional setting, education, or personal relationships. Here's a structured method you can use to give feedback effectively.

1. Prepare for the Feedback Session

- **Understand the Purpose** - Be clear about why you are giving feedback and what you hope to achieve. Is it to improve performance, resolve an issue, or acknowledge accomplishments?
- **Gather Facts** - Base your feedback on concrete observations and specific examples rather than generalities or hearsay.
- **Consider Timing** - Choose an appropriate moment to deliver your feedback. Ensure it's timely but also considerate of the recipient's state of mind and current circumstances.

2. Structure Your Feedback

Use the SBI (Situation-Behaviour-Impact) Model

1. **Situation:**
 - Describe the context or situation where the observed behavior occurred.
 - Example: "During yesterday's team meeting..."
2. **Behaviour:**
 - Focus on the specific behaviour rather than personality traits.
 - Example: "...you interrupted Sarah several times..."
3. **Impact:**
 - Explain the effect of the behaviour on others or the task at hand.
 - Example: "...which made it difficult for her to express her ideas and slowed down our decision-making process."

3. Delivering the Feedback

- **Be Direct but Respectful:** Speak clearly and get to the point without being rude or overly critical.

- **Use “I” Statements:** Phrase your feedback in a way that reflects your perspective and reduces the chance of sounding accusatory. For example, "I noticed that..." or "I felt that...".
- **Maintain a Positive Tone:** Even when discussing areas for improvement, frame your feedback in a way that is constructive and encouraging.
- **Offer Solutions or Support:** Whenever possible, suggest ways to improve or express your willingness to help.
- **Balance Positive and Negative Feedback:** Start with positive feedback, discuss areas for improvement, and end with another positive comment to maintain a balanced approach.

4. Engage in a Dialogue

- **Invite Their Perspective** - Ask the recipient for their view on the situation. This encourages a two-way conversation and shows you value their input.
- **Listen Actively** - Pay attention to their response, showing empathy and understanding. This helps in building trust and openness.
- **Clarify and Summarize: Make sure you both have a mutual understanding of the feedback and any agreed-upon actions or outcomes.**

5. Follow Up

- **Check Progress** - Follow up on the feedback after some time to see if there have been improvements or changes.
- **Acknowledge Efforts** - Recognize any positive changes or efforts made by the recipient since the feedback session.

Example Scenario

Imagine you are a team leader giving feedback to a member who missed several deadlines:

1. **Situation:** “In the past month, I noticed that during our project timeline...”
2. **Behaviour:** “...you missed the deadlines for three key deliverables.”
3. **Impact:** “This caused delays in our project schedule and added stress to the team as they had to rush to compensate.”
4. **Solutions:** “Could you help me understand what happened? Is there anything that can be done to manage your tasks more effectively? Perhaps we can adjust the workload or provide additional resources.”
5. **Follow Up:** “Let’s review your progress again in two weeks and see how things are improving. I’m here to support you.”

Additional Tips

- **Be Empathetic:** Try to understand the recipient's perspective and any challenges they might be facing.
- **Avoid Overloading:** Don’t give too much feedback at once. Focus on the most important points.
- **Stay Calm and Composed:** Keep your emotions in check, especially if the feedback involves a sensitive issue.

By following these steps, you can provide feedback that is not only clear and actionable but also fosters a positive and productive atmosphere.