

GIVING FEEDBACK & RECOGNITION

Make feedback part of your team's culture. The following guidelines will make the process of giving feedback more constructive and result in an environment that supports learning and growth.

- 1. Deliver feedback frequently.** Managers should deliver feedback daily. When you see it, say it. Create small wins for your team. A "win" happens when a challenge is met or a goal is achieved.
- 2. Be specific.** Replace generalizations with specific language and examples. Rather than telling someone that they are "dominating", be more specific. Instead, you may explain that, "During the meeting, when we were discussing the new system, you did not stop to listen to others – I felt that I was being forced to accept your ideas."
- 3. Be nonjudgmental.** Avoid evaluative language, such as "good" or "bad." Use descriptive language. Rather than say, "You have good energy at our meetings." Say, "Your energy at our meetings really livens up the group and helps build enthusiasm."
- 4. Be authentic and caring.** Do not use the feedback process to manipulate others. Say what you mean rather than what you think the other person wants to hear. Express concern for the other person's situation and feelings.
- 5. Connect the behavior to performance.** Use specific language to highlight strengths as well as set expectations for improvement: "Your OTC business has dropped by 2%. You need to increase your sales of OTC products by showing the new product line during every sales call. This will allow for more product exposure and help you meet your corporate goal of 10%."
- 6. Be timely.** The best time to offer feedback is as soon as possible after the behavior occurs. Allow enough time for the feedback sessions so that neither party feels rushed.
- 7. Ask for feedback.** Be open to feedback yourself. You may want to ask members of your team, "What can I be doing differently so that I can be more helpful to you?"

Tips for Providing Recognition

- ◆ Give verbal praise that is sincere and specific: "Thanks for staying late to meet the deadline. I know how pressed you are and your effort really makes a difference." These frequent 'thank-yous' reward effort.
- ◆ On a larger scale, get to know your team members and tailor recognition and rewards to their specific needs and interests. This could range from tangible items in the \$50-\$100 range to a learning and development opportunity that provides visibility and career growth.



"Most Americans do not know what their strengths are. When you ask them, they look at you with a blank stare, or respond in terms of subject knowledge, which is the wrong answer."

—Peter Drucker