

CLAREMONT EAP IMPACT MANAGER SUPPLEMENT

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GIVING EFFECTIVE FEEDBACK

Employees need to know how well they're doing at their jobs.
Here's what you need to know to give effective feedback.



Types of Feedback

Positive: "You're doing a good job in this area."
Neutral: "Here is some information you need."
Negative: "You need to improve in this area."

The Best Feedback Is:

- **Selective:** Concentrate on important areas, rather than listing every detail of behavior.
- **Specific:** "You did a good job on the Jones project," rather than "You've been doing a good job lately."
- **Timely:** Give feedback as soon as possible after the event.
- **Descriptive:** Give facts; talk about what you observed rather than what you concluded from those observations.
- **Sensitive:** Allow a cooling-off period if either you or the employee is angry, emotionally upset or very busy.
- **Helpful:** When feedback is negative, explore alternatives for improvement, so the employee has some idea of how to improve.



When Giving Negative or Corrective Feedback:

- **Don't beat around the bush.** Simply and clearly describe the situation or behavior that needs correcting.
- **Ask for a reaction.** Get the employee to talk about the situation and your evaluation of it. Expect defensiveness, and be prepared to express empathy and understanding. Avoid arguing with the employee or debating points raised.
- **Seek agreement.** If possible, try to persuade the employee, at least partially, that the situation needs correcting.
- **Develop a plan.** Work with the employee to develop an agreed-on plan for improvement. Be specific. Don't be overly ambitious, most improvement proceeds in small steps.
- **Summarize the discussion.** This ensures that the employee understands the problem and what you have agreed to do about it.
- **Specify consequences if improvements are not made.** Document necessary improvements.
- **Follow up.** Set a date to get back together and review progress.

For Feedback to Be Effective

The employee must...

- understand what you are saying.
- accept the information.
- be able to do something about it.



A Message to Managers from Claremont EAP

Often, the employee who needs their Employee Assistance Program the most doesn't think to call for assistance. In many instances, the manager can play an important and helpful role by referring that employee to Claremont. If the employee's job performance is suffering, the underlying reason isn't always clear and prying into an employee's personal life is often the last thing a manager wants to do.

A referral to the EAP can be an effective strategy for improving an employee's effectiveness, productivity, motivation and morale. A referral to the EAP can also decrease absenteeism, reduce turnover, foster acceptance of change and reduce stress . . . [An EAP referral can make a difference.](#)

GETTING FEEDBACK FROM EMPLOYEES

Getting honest feedback is an important part of supervision. Most people do not feel comfortable giving or receiving negative feedback. Here's how to get honest feedback and how to respond to it effectively.



Ways of Getting Feedback :

- ✓ Meetings
 Because survey responses can be anonymous, you may get more open responses. Ready-made surveys may be available through your human resources department, or you may want to create your own.
- ✓ Brainstorming
 Brainstorming provides everyone with an equal opportunity for input while fostering teamwork.
- ✓ Observing Employee Behavior
 Watch other people's reactions to you in specific situations. Do they seem nervous, hesitant or apologetic when discussing a policy or presenting new ideas.

Analyzing Problems and Successes Yourself

Look for patterns.

- ✓ What works well?
- ✓ What isn't working?

If Feedback Is Negative

- ✓ Accept what you receive without debate or defensiveness.
- ✓ Don't "kill" the messenger. You don't want your employees to be afraid to be honest.
- ✓ Make sure you understand, ask questions, get examples.
- ✓ Check out the information; is it widely agreed on or just one person's opinion?
- ✓ Decide what to do.
- ✓ Ask yourself: Is a change advisable? Will changes in your behavior make you more effective? Do they fit with your self-image?
- ✓ Develop a plan of action.



CONCERNED ABOUT AN EMPLOYEE?

- Work quality
- Productivity
- Change in demeanor
- Attendance problems
- Conflicts or interpersonal problems

Personal problems can impact job performance.

As performance issues emerge, call Claremont EAP for a telephonic management consultation. It is free and confidential. You stay focused on the employee's performance issues while Claremont addresses the underlying cause of the problem. Claremont EAP helps good managers become *better* managers.

DID YOU KNOW?

- Managers can call Claremont for free consultations to discuss employee performance issues, conflicts at work, attendance problems, etc.
- Whether it's a performance issue or you are simply concerned about an employee's well-being, a Claremont management consultant can help develop an action plan for improvement.
- EAP is a tool to be used in conjunction with your organization's regular disciplinary procedures, not as a substitute.

800-834.3773

www.claremonteap.com