**FEEDBACK PREPARATION FORM – PLANNING TOOL FOR MANAGERS**

Effective feedback is essential to support continuous performance improvement, and is a crucial tool for all people managers across the University. Use this preparation form to help you think about why you are giving feedback, what you are going to say and how.

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| Why are you giving this feedback? | Is it to improve performance or recognise high performance and give praise? |
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| [Image result for images action](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjTqovOn-zOAhVEVRQKHXMxBSYQjRwIBw&url=http://feelgrafix.com/962594-action.html&psig=AFQjCNEpuQXjm3yJvUAsBUHburcmSs8wdA&ust=1472753249286636)What was the action or behaviour you observed that you need to give feedback on? | Ensure you are specific, objective and factual.  Talk to the details – have them to hand.  Some suggested ways open and start the conversation off.   * *I noticed that you…. As a result…* * *I’d like to give you some feedback…* * *I have something I’d like to discuss with you that I think will help us work together more effectively.* * *I need your help with what just happened. Do you have a few minutes to talk?* * *It’s my perception that you …. Let me give you an example…..* * *That was great – let me tell you why…[describe what you saw, heard, and why it was good in that circumstance]* * *This is what you did or the behaviour you demonstrated (describe in one sentence), this is the impact it had on others/ me (describe in one sentence), an example of which is… (describe in ½ sentence). [This is the 2.5 Rule]* |
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| credit:shutterstock What was the impact? | Be prepared to explain this. This will help the employee understand why their performance needs to improve. |
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| [Image result for positive](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwimp8byn-zOAhUCbRQKHUMPBQoQjRwIBw&url=http://www.personalitytutor.com/how-to-be-positive.html&psig=AFQjCNEQdT9D2jjqgwgOpP6ARPE3EGrpEQ&ust=1472753345402410)What positives can you offer? | Consider this question - if you are delivering feedback on improving performance. Is there a need to balance the feedback/information with some element that did go well? |
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| http://www.tradeitstores.com/wp-content/uploads/2015/10/Feedback.jpg  How will you introduce the feedback? | Prepare the employee by **SAYING** to them that you are going to give them feedback on a situation you have observed/their work you seen.  *This allows people to adjust their mind set to reflect back to the situation and ‘****receiving feedback’*** *rather than suddenly hearing it, when it will feel more like an attack.*  First ask the employee for their assessment of the situation. How did they feel it went?  Is there anything they would have differently?  Explain what you observed and what your assessment/feedback on the situation is. Explain why you have reached this view. |
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| [Image result for conclude icon](http://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=images&cd=&cad=rja&uact=8&ved=0ahUKEwjJifDa7vfOAhVJshQKHcoyB6kQjRwIBw&url=http://www.conclude.io/proof-of-value/&bvm=bv.131783435,d.ZGg&psig=AFQjCNFpZyUqABK2EYngTu84PIq-Xrso1g&ust=1473152434045298)How will you conclude the feedback? | Agree action to be taken. Thanks?  Meet again? |

*Use above tool in conjunction with the managing a difficult conversation – managers planning tool.*