What’s Your Recipe for Effective Feedback?

September 25, 2017
Are you as crazy about feedback as Cookie Monster is about cookies?
How do you make a delicious chocolate chip cookie?
Recipe includes…

- Preparation
- Ingredients
- Setting
- Outcome
What is feedback?
How do you prepare?

What are your ingredients?

What are the settings?

What are your desired outcomes?
Feedback Begins With Expectations

- Have you taken the time to set clear expectations for those you supervise?

- Have you provided examples of work products that reflect quality, standards, and level of detail required?

- Do you know what your staff want or expect from you?
Prepare yourself to give, elicit, and/or receive feedback by anticipating your reactions as well as the reactions of others and practice what you will say and do to maintain a constructive dialogue.
**Situation- Behavior- Impact (SBI Model)**

**Situation:** Describe the situation (in the meeting yesterday)

**Behavior:** Describe the behavior (you did not complete the work on time)

**Impact:** Describe the impact (or so what?) on people, on the work, on the organization (because you were late, we did not have time to discuss your results and had to schedule another meeting)
CARE Technique

Context – Provide the specific context, situation, or issue observed.

Action – State the specific action or behavior observed without judgment.

Results – Explain how the results of the action affected you and/or others.

Explore – Explore by asking questions to get clarification of what happened.
Ask Model

ASK

TELL

ASK
Sandwich Model
Continuum for Giving and Eliciting Feedback

Start!  Do More of...
        Change How You...
        Do Less of...
        Stop!
Bridge Model

Connects (bridges) past behavior to future
Effective Feedback is:

- Clear
- Timely
- Specific
- Nonjudgmental
- Actionable
- Conducted in the appropriate setting
C-Clarify the Issue
A- Address the problem
L- Listen
M- Manage Your Way to Resolution
Reaction to Feedback

- Surprise
- Anger
- Rejection
- Acceptance

SARA
To Do List for Feedback

• Prepare in advance
• Be specific when describing the situation
• Be specific when describing the behavior
• Judge the behavior not the person
• Be specific when describing the impact
• Give feedback in a timely manner
• Deliver feedback, check for understanding, then STOP
• Focus on the message
• Pay attention to body language
• Be sensitive to the emotional impact of feedback
Don’t List for Feedback

• Don’t forget to set clear expectations
• Don’t assume
• Don’t judge the person
• Don’t be vague
• Don’t make accusations
• Don’t give advise unless asked
• Don’t psychoanalyze
• Don’t back out of your feedback
• Don’t generalize
• Don’t use the word “but”
WE ALL NEED PEOPLE TO GIVE US FEEDBACK. THAT'S HOW WE IMPROVE.

BILL GATES
“Feedback, when given well, should not alienate the receiver of the feedback, but should motivate them to perform better.”

- M.O., Manager, Fortune 500 Company
What is your recipe for successful feedback?
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