

A vertical graphic of the American flag, showing the stars and stripes, positioned on the left side of the slide.

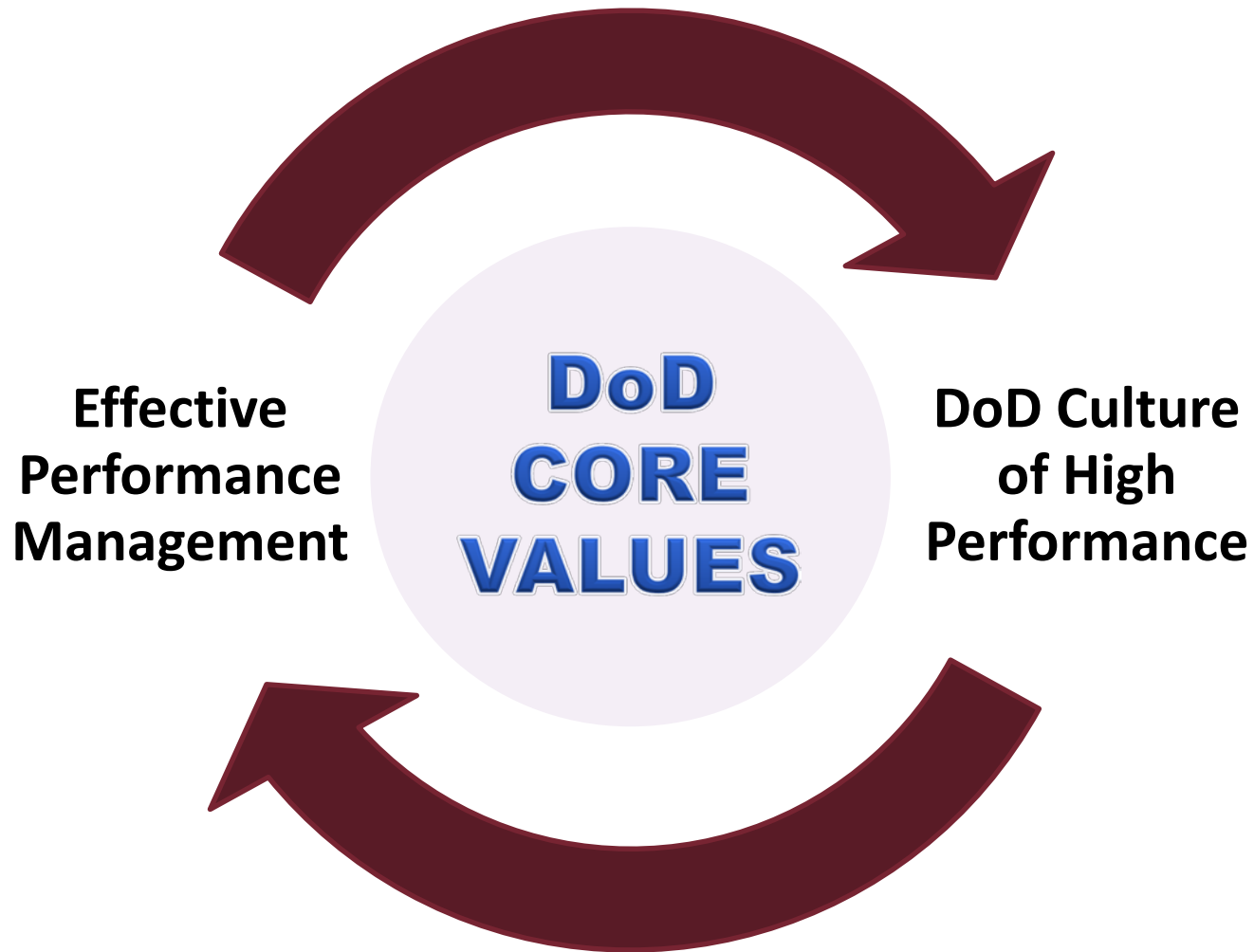
NEW BEGINNINGS

Lesson 4: Continuous Feedback

Leadership SERVICE **Pride** readiness
WORKFORCE PLANNING
NEW Ownership
Supervisor Performance
communication
Guides
BEGINNINGS hiring
EXCELLENCE **mission** accountability MENTORING
tools Teamwork **PERFORMANCE** Commitment
training
Rewards

Upon completion of this lesson, you will be able to:

- Define the role continuous feedback plays in successful performance management.
- Identify behaviors that promote a constructive performance feedback session.
- Explain how helpful performance feedback is beneficial for supervisors and employees.
- Give examples of how to provide effective performance feedback.



- Trust between supervisor and employees is essential in high-performing organizations and a key part of effective performance management
- Trust behaviors to consider:

**Engaging and
Motivating**

**Sharing of
Information**

Planning Work

**Assigning and
Managing Work**

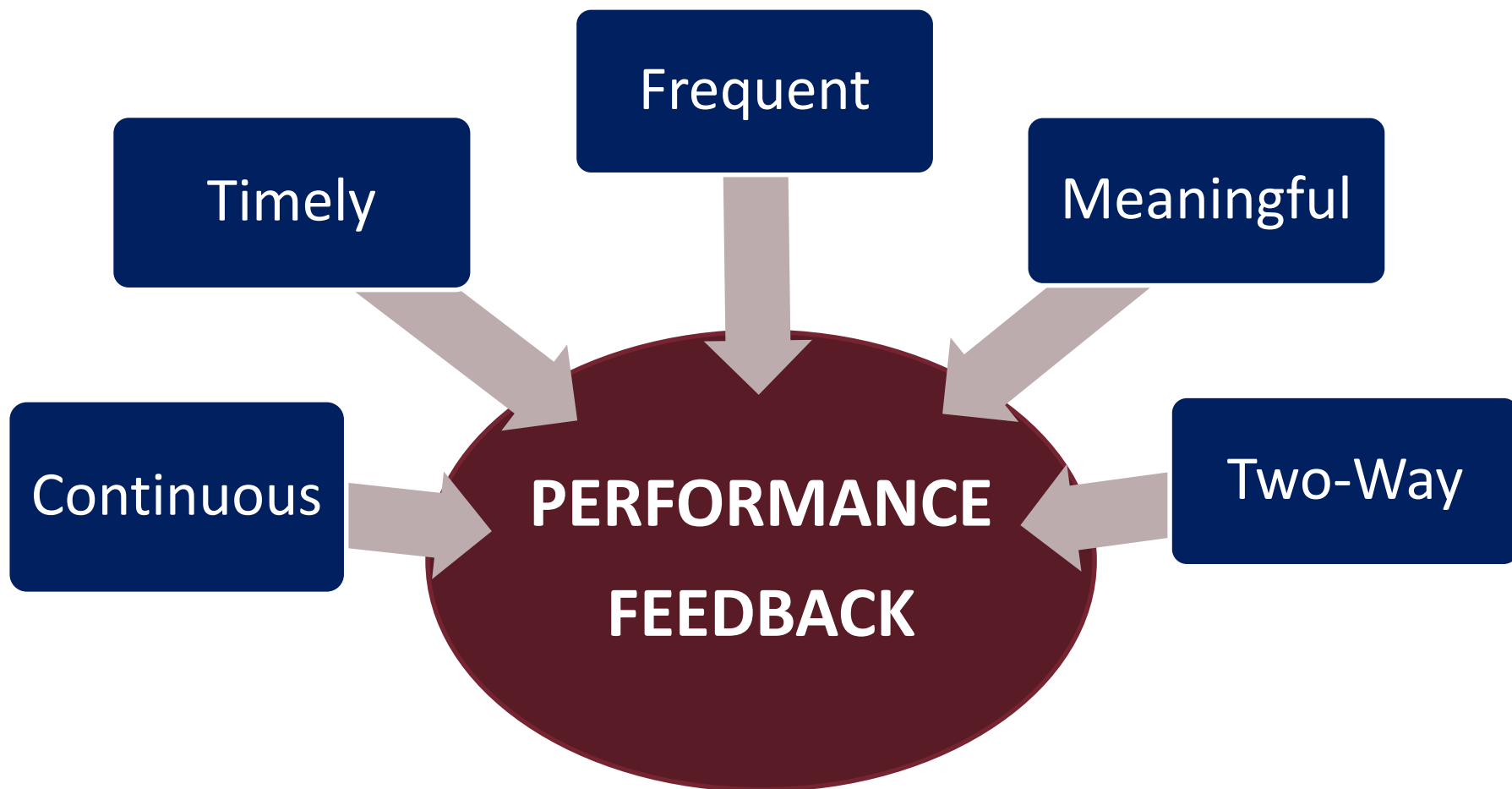
**Finding Solutions
and Removing
Barriers**

**Providing
Continuous
Feedback**

**Appraising
Performance**

**Managing
Talent**

Relationship Between Effective Performance Management and Performance Feedback



What is Performance Feedback ?

Performance feedback is the two-way, meaningful exchange of information between supervisors and employees regarding performance expected and performance exhibited



Why Is Feedback Important?

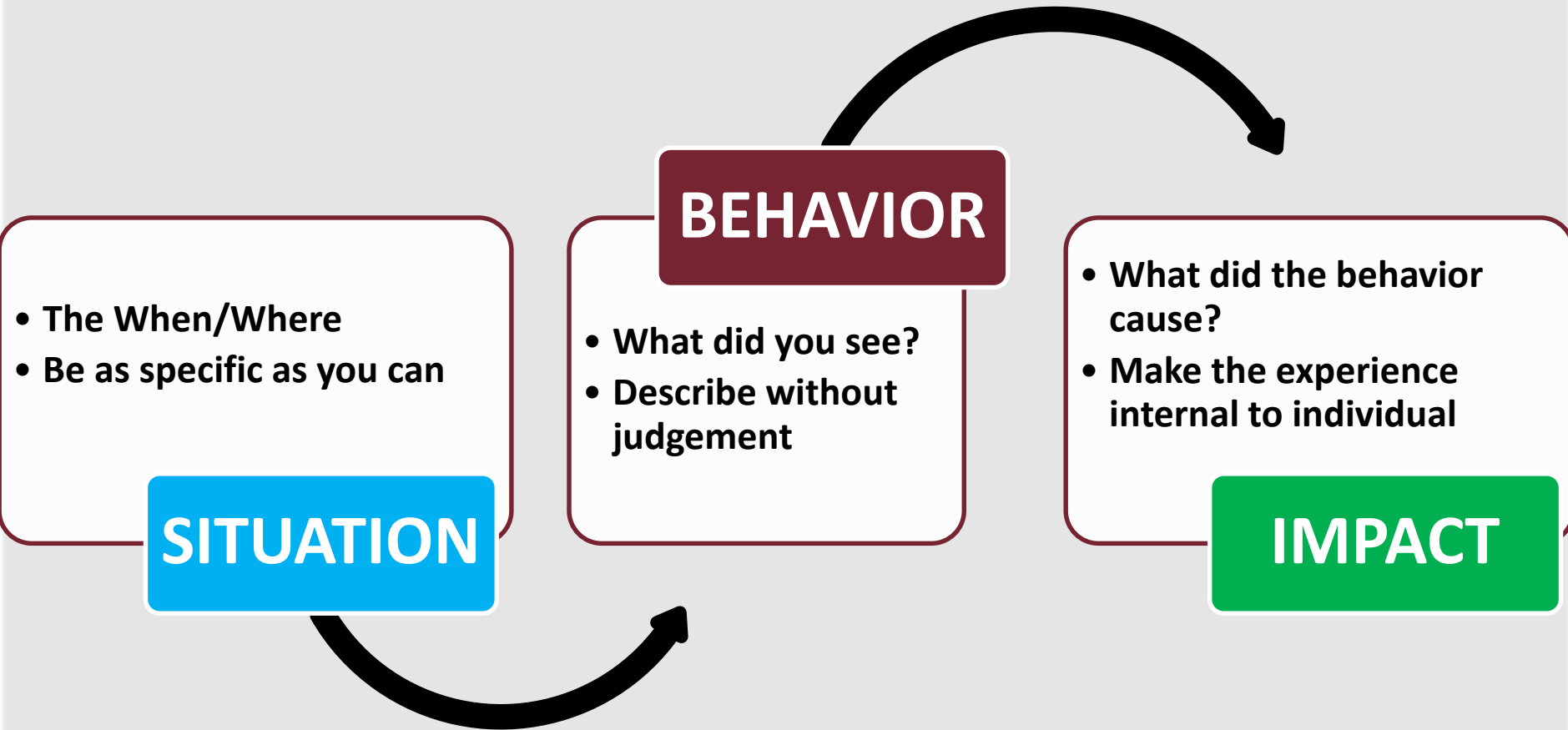
- Beneficial for both supervisors and employees
- Promotes an understanding of the issue/topic/concern
- Makes the other person aware of one's perspective

Performance Context	Developmental Context	Personal Context
Feedback provides employees and supervisors with the other's perspective of what's working (or not)	Feedback provides opportunities to improve competence, to learn, and to progress in careers	Feedback can improve the quality of relationships

Examples of Effective Feedback Techniques

TYPE	EXPLANATION	EXAMPLE
"When you ..."	State specific facts of behavior - (non-judgmental)	???
"I'm concerned ..."	Describe how behavior affected you or the office.	???
"Because I ... "	State why the observed behavior affected you in this way.	???
Pause and listen for response	Ask if the other person has ideas about what to do. Give the other person an opportunity to respond.	???
"I would like ... "	Describe what change you want the other person to consider.	???
"Because ... "	State why the change is needed.	???
"What do you think ... "	Listen to response. Discuss options and compromise on a solution, if necessary.	???

Center for Creative Leadership's (CCL) Situation-Behavior-Impact Feedback Model



SBI Example #1

Situation:

“Joe, in last week’s performance discussion, while I was sharing my accomplishments,

Behavior:

you picked up your phone and started texting.

Impact:

I felt like our discussion was not important enough for you to give me your full attention.”

Situation: “Carmen, at Monday’s budget meeting,

Behavior: you ensured that the meeting started on-time and that everyone had the correct handouts in advance.

Impact: All of your research was correct, and all meeting member questions were correctly answered. You did an excellent job and made us all look really good. Thanks for all of your hard work!”

Exercise - Now You Try It

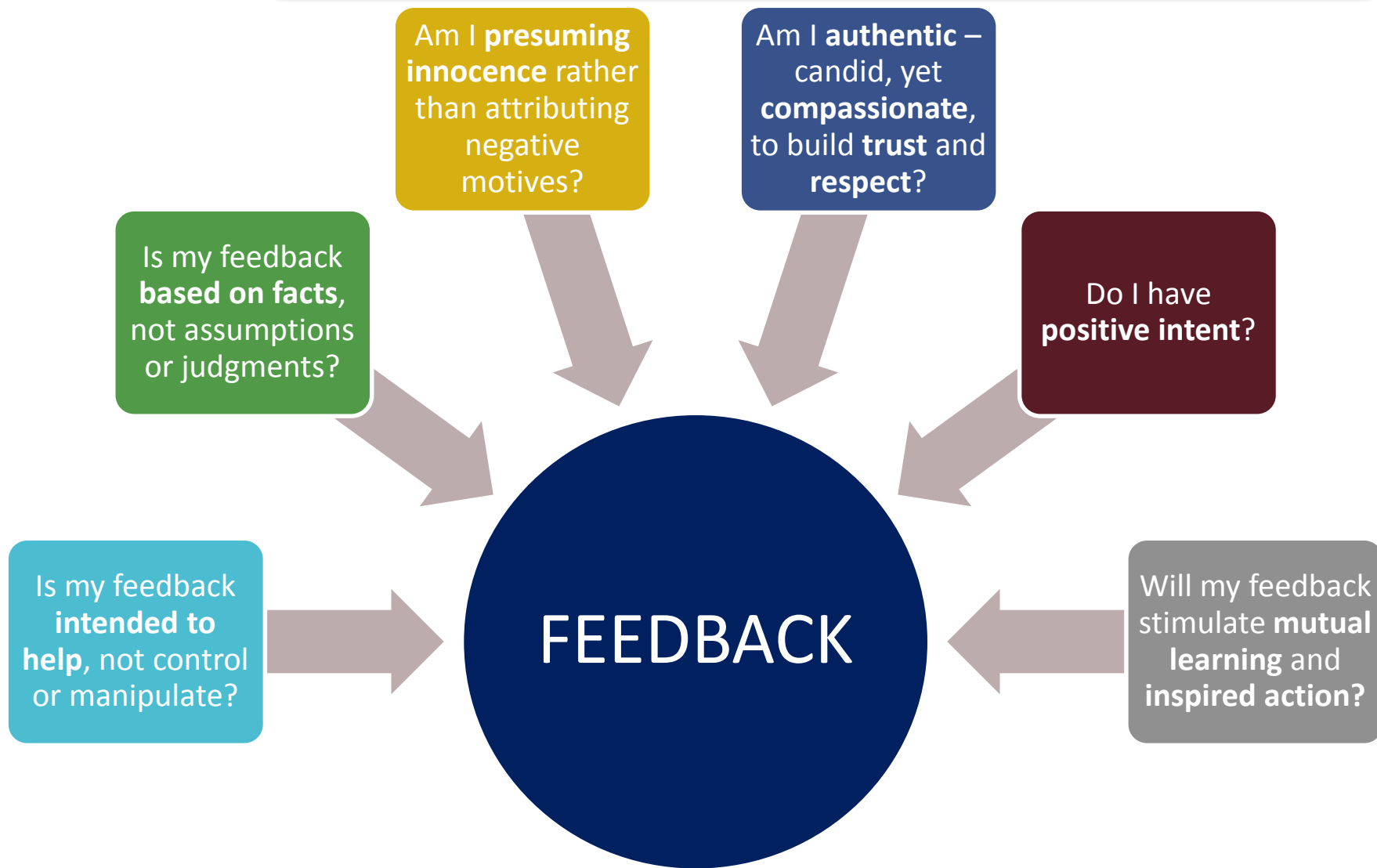
- Using the SBI Model handout, partner up with someone or form a small group and write an example of effective feedback that you might give based on each scenario



Giving and Receiving Feedback

- What are some difficulties in giving feedback to employees on their performance?
- What are some difficulties in receiving feedback?
- What is the most important part of giving performance feedback?
- Why is it important to receive feedback?
- What are some ideas for overcoming challenges of giving and receiving feedback?

Feedback Approaches



Feedback Guidelines for the Feedback“er”

- ✓ Be specific and factual; don't evaluate or judge
- ✓ Separate observations about behavior from the impact of the behavior
- ✓ Check for clarity to ensure that the receiver fully understands what's being conveyed
- ✓ Refer to behaviors about which the receiver can do something
- ✓ Provide timely feedback after the behavior

Feedback Guidelines for the Feedback“ee”

- ✓ Just Listen
- ✓ Don't interrupt
- ✓ Don't get defensive
- ✓ If things get awkward or too emotional, don't respond and ask for a break. But be sure to re-connect with person giving feedback



“Thank you for the feedback.”

- Partner with someone on the team to offer positive feedback based on an experience you had with that person



You should now be able to:

- Define the role continuous feedback plays in successful performance management.
- Identify behaviors that promote a constructive performance feedback session.
- Explain how helpful performance feedback is beneficial for supervisors and employees
- Give examples of how to provide effective performance feedback.

- Are there any questions?



- National Defense Authorization Act for Fiscal Year 2010 *Section 1113(d)* (Washington D.C.: November 2011)
- DODI 1400.25, Volume 431, *DoD Civilian Personnel Management System: Performance Management and Appraisal Program.*
- DODI 1400.25, Volume 451, *DoD Civilian Personnel Management System: Awards.*
- DCPAS Resources and References web site:
<https://www.cpms.osd.mil/Subpage/NewBeginnings/ResourcesReferences/>
- DCPAS HR Toolkit:
<https://dodhrinfo.cpms.osd.mil/Directorates/HROPS/Labor-and-Employee-Relations/Performance-Management/Pages/PM-Guides-TipSheets-Checklists.aspx>
- DCPAS LERD web site
<https://dodhrinfo.cpms.osd.mil/Directorates/HROPS/Labor-and-Employee-Relations/Pages/Home1.aspx>
- Center for Creative Leadership (CCL) with Karen Kirkland and Sam Manoogian. *Ongoing Feedback: How to Get It, How to Use It (1st Edition)* (Greensboro: Pfeiffer, 2007)
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- Corporate Leadership Council. *Building the High-Performance Workforce: A Quantitative Analysis of the Effectiveness of Performance Management Strategies* (Washington D.C.: Corporate Executive Board, 2002)
- Crane, Thomas G. *The Heart of Coaching (4th Edition)* (San Diego: FTA Press, 2007)