



# Providing Effective Feedback Quick Reference Guide



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# The Importance of Feedback

Giving feedback is a chance to make others aware of behaviors that are beneficial and enhance performance. This applies to feedback directed upwards to managers, downwards to direct reports, and sideways to peers.

## Categories of Feedback

**Motivational:** This type of feedback encourages and acknowledges specific skills, behaviors, progress, and outcomes, thereby motivating the recipient. For instance, it includes praising strengths and identifying areas for growth.

**Constructive:** This feedback focuses on improving performance and behavior, guiding the individual towards the desired results. An example would be offering suggestions to enhance a particular skill for future success.

# Delivering Feedback

When giving feedback, whether formal or informal, there are six key elements to ensure it is effective. Consider each element to provide feedback that is clear and useful to the employee.

## Specific

Feedback should refer to specific actions the employee took or particular pieces of their work.

- Describe the actions an employee took to achieve results, not just the results themselves.
- Provide specific examples of when an employee demonstrated a particular trait, even if the review does not require listing those examples.

## Balanced

Ensure you highlight both the positive and negative aspects of an employee's performance.

- Assess the extent to which the employee is responsible for any poor performance before identifying areas for improvement.
- Provide a balanced perspective, focusing on both development areas and strengths.

# Delivering Feedback

## Relevant

Feedback should be pertinent to the employee's job, within their ability to improve, and within the review's specified timeframe.

- Focus on the employee's job performance, not their sociability or personal views, unless these affect their work.
- Evaluate how well the employee performs their responsibilities rather than just listing their duties.

## Professional

Always present your review of an employee in a professional manner. Avoid making derogatory or slanderous comments about their character.

- Use constructive language and avoid being overly critical.
- Be objective; your personal relationship with the employee should not influence your judgment of their work.
- Keep your review confidential and do not discuss it with other colleagues unless instructed by your manager.

# Delivering Feedback

## Constructive

Present problems as opportunities for the employee to enhance their performance.

- Treat the review as a chance to assist your employee in improving their job performance.
- Avoid using terms like "weakness" or "failure."
- Offer suggestions on how the employee can develop in their areas of improvement.

## Value Adding

When providing feedback for a colleague at the request of their manager, highlight strengths and areas for improvement that the manager might not have observed.

- Reflect on projects or tasks where you and the employee worked closely together and provide examples from these experiences in your review.

# Examples of Feedback

## Motivational Feedback

"I observed that while working in a matrix environment across functions on the same project, you consistently provided updates via email and during project meetings. You also reinforced expectations across the team, which helped create goal alignment. This led to an increase in customer satisfaction scores and improved collaboration within the project team."

## Example Follow-up Questions:

- How do you feel about what I've just shared?
- Would you like any further clarity on why you did such a great job?
- Are you comfortable with the feedback you've received?
- Is there anyone else you worked with on this project who should also receive this feedback?
- How will you maintain this high level of performance going forward?
- What other areas are you interested in developing?

# Examples of Feedback

## Constructive Feedback

"Regarding the escalation of project issues on the Alpha account, the client notified us two weeks before the target deadline. However, the broader team was informed a week later. Consequently, the March and April deadlines were missed, leading to last-minute activities for the team and affecting other projects."

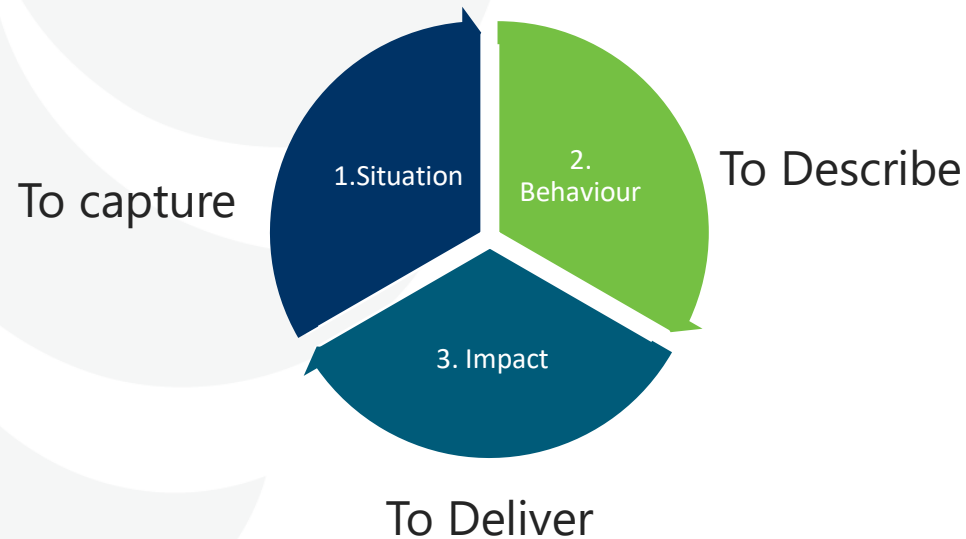
## Example Follow-up Questions:

- What are your thoughts on the feedback I've just provided?
- Are there any challenges or obstacles I should be aware of?
- Is there anything I could do differently to better support you?
- What support do you need from me to help improve your performance?
- Which of your goals and objectives do you feel need more clarity?
- What steps can we take to resolve this issue?

# Examples of Feedback

**Tip:** Whether delivering constructive or motivational feedback, be sure to include details of:

- The Situation:** Define the where and when of the situation you're referring to and provide a specific setting as a reference.
- The Behavior:** Describe the specific behaviors you want to address and only communicate the behaviors observed directly.
- The Impact:** Explain how the behavior affected you, others, or the organization. If the feedback is constructive, work to identify a solution or alternative behavior if needed.





# Tips for Giving Your Feedback

- **Provide feedback privately** to foster an open and honest dialogue.
- **Be timely with your feedback.** Don't wait for formal reviews; offer feedback as soon as possible after the event.
- **When offering constructive feedback,** stand by your comments. Encourage the employee to respond and listen to their reactions to gauge their readiness to address the issue.
- **Empower the employee** to take charge of resolving the issue. Coach them to identify potential solutions.

# Why is Peer Feedback Important?

- **Peer feedback** is a valuable tool for understanding how an individual collaborates with colleagues outside their direct reporting line.
- **Managers gain insights** into aspects of an employee's performance that might otherwise go unnoticed through peer feedback.
- **Peer reviews** offer a structured way to highlight a colleague's strengths and areas for development that managers should be aware of.
- **Your unique interactions** with an employee enable you to provide examples of strengths and development areas that others might not observe.

# Peer Review Checklist

If you can answer “yes” to at least two of the questions below, you should feel confident in providing performance feedback:

- **Do you have regular work-related interactions with this employee?**
- **Have you collaborated with this employee on a shared project or common goal?**
- **Do you have insight into this employee’s work, skills, and knowledge?**
- **Are you aware of the impact of this employee’s work?**
- **Have you worked with this employee long enough to understand their work ethic and patterns?**

# Peer Feedback - Do

- **Suggest improvements** for development areas or ways to build on strengths.
- **Focus on specific behaviors** that the peer has displayed.
- **Remain objective**; describe behaviors in terms of their impact on the team, project, or organization.
- **State only your observations** of an employee's behavior; your interpretations might be incorrect or lack relevant information.
- **Provide both positive and constructive feedback.**
- **Be specific** when describing instances where an employee exhibited a strength or demonstrated a need for more training.
- **Focus on traits or tasks** that you alone may observe or that are outside the visibility of managers.

# Peer Feedback – Don't

- **Avoid giving feedback** if you don't know the employee well enough to provide an accurate and honest review.
- **Refrain from discussing** your review with colleagues.
- **Avoid using generalized or ambiguous language.**
- **Do not use second-hand information.**
- **Stick to observations** rather than interpretations.
- **Don't focus solely on negative observations** about your peer's performance.
- **Avoid commenting on non-work-related personal characteristics.**
- **Do not suggest** how management should use the feedback.



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