

# CLAREMONT EAP

## IMPACT

Manager Supplement

April—June 2006

*Did you know?*

- Free “Simple Will” Kits are available from Claremont EAP
- A free credit report is available once per year
- Claremont EAP provides legal referrals for family law, consumer issues, traffic violations, and personal injury
- Referrals are available for child care, adult/eldercare, adoption assistance, school/college selection, and pet care

**Claremont EAP**

**800.834.3773**

### INSIDE THIS ISSUE:

- Giving Effective Feedback* 1
- Getting Feedback from Employees* 2

We're on the web  
[www.ClaremontEAP.com](http://www.ClaremontEAP.com)

## 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's 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.**  
Quickly 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 improving.
- **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.

Responding to the Human Factor in the World of Work

# Getting Feedback from Employees

Getting honest feedback is an important part of supervision. Of course, no one feels 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

Meetings are the most direct way to get feedback when you're on comfortable enough terms with your staff that you know they'll be forthright in your presence. Try asking these questions:

- *What should I do more of?*
- *What should I do less of?*
- *What should I keep doing the same?*

### Surveys and Questionnaires

Because survey response 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 Success 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.

## CLAREMONT EAP

800.834.3773

[www.ClaremontEAP.com](http://www.ClaremontEAP.com)

*Managers can call Claremont for consultation regarding employees who appear to be experiencing personal problems, whether or not work performance has become an issue. The purpose of this consultation is to help formulate an approach that effectively facilitates the person receiving appropriate help. The Claremont consultant will review the do's and don'ts for handling these often delicate situations and suggest things you can say and do which are most likely to be helpful.*

**Responding to the Human Factor in the World of Work**