

How To Give Feedback

TYPES OF FEEDBACK

First, let's explore types of feedback. There is:

- **Positive feedback:** "You did a great job on this last project."
- **Neutral feedback:** "Here are diagrams you'll need for this project."
- **Negative feedback:** "This task could have been performed another way; you'll need some improvement here."

How to Give Effective Feedback

The most effective feedback is:

- **Selective:** Make sure to concentrate on the areas that are most important, not giving unhelpful details or nit-picking about behavior.
- **Specific:** Tell the employee specifically what they did well or did not do well. For example, "The way you handled Mr. Barber was very good," instead of, "You've been associating well with customers lately."
- **Timely:** Give feedback right after the event happens.
- **Descriptive:** Tell the employee the specifics of what you observed, not what you concluded. This will help the employee know what you're talking about.
- **Sensitive:** Although feedback should be given as soon as possible to the employee, don't give feedback if you or the employee is emotionally distressed. Find the most opportune time to talk.
- **Helpful:** If you are giving negative feedback, suggest ways that your employee can improve. This way, you are setting a goal that the employee can work towards.

How to Give Negative Feedback

Giving negative feedback is not always easy. But following these guidelines can help your employee improve, leading to a positive experience for everyone involved:

- Be assertive. Be direct in telling the employee the situation or behavior that needs improvement.
- Ask the employee to talk about the situation or behavior and what he or she thinks about it. Be empathetic to the employee, and don't argue over points, but work toward finding a corrective response to the issue that both parties can agree on.
- Find agreement with the employee. Help the employee understand why the behavior or situation is unacceptable.
- Help your employee develop a plan of action. Be specific on how the employee can achieve improvement, and work with him or her to accomplish it. Don't push the employee too hard; focus on accomplishing small steps to reach big goals.
- Summarize. Talk about the points you and the employee went over, and see that both parties agree and understand the plan of action.
- Talk about what would happen if the employee doesn't improve. Write down which improvements are necessary.
- Check in with your employee. Agree upon a date that you can meet with the individual to discuss and review improvement.

How Feedback Can Be Most Effective to the Employee

The employee must:

- Understand what the employer expects.
- Accept the plan for improvement.
- Be able to take action.

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Providing an employee or colleague feedback is a fragile yet necessary thing. By following these tips you can help make sure that the feedback you give is effective, constructive, and offers the employee knowledge on how to improve.

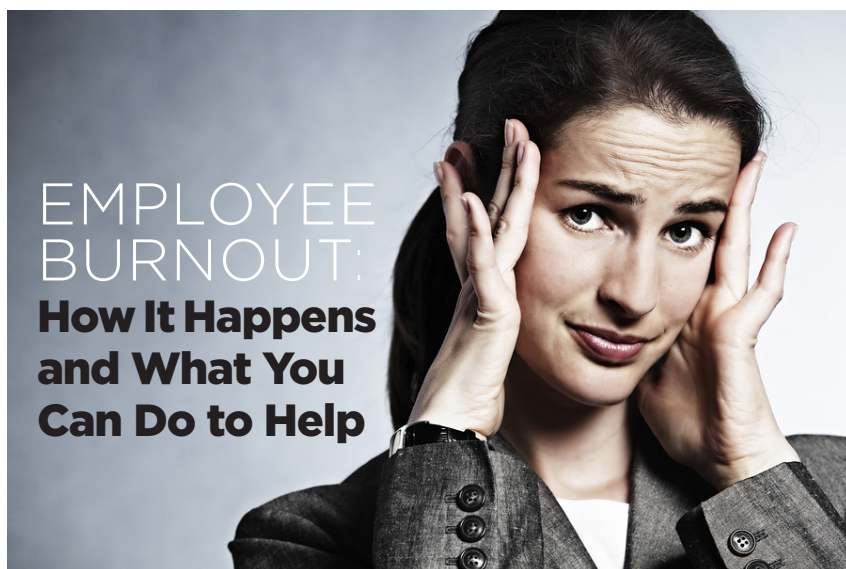
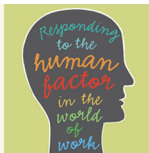


A Message to Managers from Claremont EAP

Often, the employee who needs their Employee Assistance Program the most doesn't think to call for assistance.

A manager's referral to the EAP can be an effective strategy for improving an employee's effectiveness, productivity, motivation and morale. A referral to the EAP can also decrease absenteeism, reduce turnover, foster acceptance of change and reduce stress.

An EAP referral can make a difference.



Employee burnout happens in every workplace. Workers may start the job as enthusiastic employees, and then turn into problem people who show up late or don't show up at all. If you know of workers who have lost motivation for their jobs and show signs of apathy, they may be experiencing employee burnout.

A worker can experience burnout due to a great amount of stress; this stress can be job-related, but it can also be a result of great levels of stress at home. The important thing to remember is that employee burnout can be reversed and there are things managers and employers can do to help an employee get back on track.

How Does Burnout Happen?

Burnout occurs when a person is placed under stress for a long time. Oftentimes, the person is physically and/or emotionally exhausted, and no longer functions like he or she used to. If an employee has been placed in a demanding situation at work or at home, the person may suffer symptoms of burnout as a result, especially if the stress is persistent and ongoing.

An employee may experience burnout if he or she was passed over for a promotion or overworked without recognition, or if there is continual change in a department. An internal inability to set appropriate boundaries may also contribute to burnout. For instance, employees might bring too much work home with them.

Recognizing Employee Burnout

Burnout symptoms are:

- A change in work habit or attitude
- Loss of enthusiasm or motivation
- Absenteeism or tardiness
- Negative reactions or comments
- Emotional outbursts
- Health problems
- Drug or alcohol use

Additionally, as an employer or supervisor, there are steps that can be taken to help avoid employee burnout affecting the workplace:

- If your company is downsizing, readjust workloads in creative ways. Ask employees for input, and see which tasks they would prefer to do and which tasks they would like to avoid.
- Give ample notice about changes in positions or tasks. If downsizing has occurred, firm up schedules to give a sense of routine and continuity.
- Redistribute workloads if employees seem overwhelmed.
- Listen to employees and try to counsel them the best you can.
- Pay attention to what motivates each individual employee and utilize that when assigning projects.
- Understand your personality style and be aware of how that can play a role with individual employee communication.
- Schedule after-work events to boost employees' spirits.
- Refer employees to resources provided by Claremont EAP. Feel free to call Claremont directly to discuss an employee you are concerned about. Or, pass on our number to the employee so they can call us themselves.

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To access your free and confidential services, call:

800-834-3773

or visit claremonteap.com