Giving Real Time Feedback

This tool is designed for managers developing others.

The following tips and techniques provide success factors to help you deliver real time feedback in any situation.

Use this tool when you observe an employee, peer or your leader doing something you want them to keep doing or do differently.

We strive to build a feedback rich environment at Penn Medicine. A feedback rich environment is one in which ongoing, real time performance and developmental feedback is provided to the employee and team. Real time feedback is an essential communication tool used throughout the talent management process. Talent management refers to Penn Medicine's commitment to recruit, hire, develop and retain the most talented and high performing employees available in the job market. When managers consistently deliver real time feedback, everyone benefits. Effective real time feedback saves time and results in fewer difficult conversations.

As a manager, you have a variety of opportunities to provide real time feedback to those you manage, your peers and to your leader.

Real time feedback:

- Takes place immediately or shortly after you observe someone's performance
- Is typically informal in nature
- Is one of the most valuable tools a manager can use, yet is often underutilized

Having made an observation, you can use real time feedback to:

- Offer <u>positive feedback</u> to recognize and reinforce actions or behaviors you value and want to continue.
- Provide <u>constructive feedback</u> to identify actions or behaviors that could be even more effective and offer suggestions for improvement for the next time the situation arises.

Real time feedback differs from developmental feedback, which is generally longer term focused relating to future goals and career development. It also differs from performance feedback, which focuses on continuing to improve skills and competencies that impact performance.

Adapted from Korn Ferry Competencies Development Guide

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STRUCTURING THE CONVERSATION

You can use the **ADAPT Model** if you need a more step-by-step guide to structure the real time feedback conversation.

A ASK FOR SELF-ASSESSMENT **D** DISCUSS **A** ASK FOR UNDERSTANDING **PT** PLAN TOGETHER
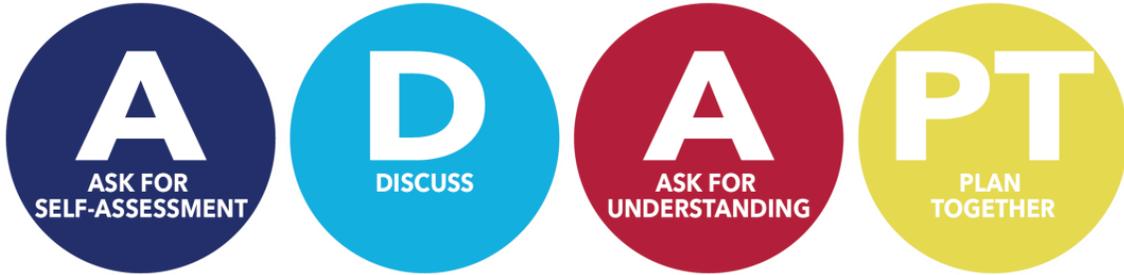
Seek self-assessment:	**Continue the discussion:**	**Explore the individual's understanding:**	**Make a plan:**
Ask questions like:	• Reflect on self-assessment.	• *Thoughts on what was discussed?*	• Coach for change.
• *How do you think that went? What went well?*	• Describe what you observed.	• *Anything we discussed that doesn't make sense to you?*	• Communicate what to do more/less of in the future
• *What didn't go well?*	• Describe the impact.	• *What remains unclear?*	• Create an action plan together, if required.
• *What might you do differently the next time?*	• Provide positive and constructive feedback.	• *Anything that struck you as something to focus on?*	Ask questions like:
• *What are you trying to work on?*	• Be specific.		• *If there was one thing you would work on immediately, what would it be?*
• *What feedback would be helpful?*	• Prioritize 2-3 points.		• *What might you do to work on this? Here are my ideas for how you can work on this…*

Providing real time feedback can be as easy as:

In some cases the feedback may be positive, it may need to be quickly delivered or it may not require immediate action on the part of the employee. In those cases you may choose to limit the feedback to three simple steps:

1. Describe what you observed.	➤	2. Describe the impact.	➤	3. Communicate what to do more/less of in the future.

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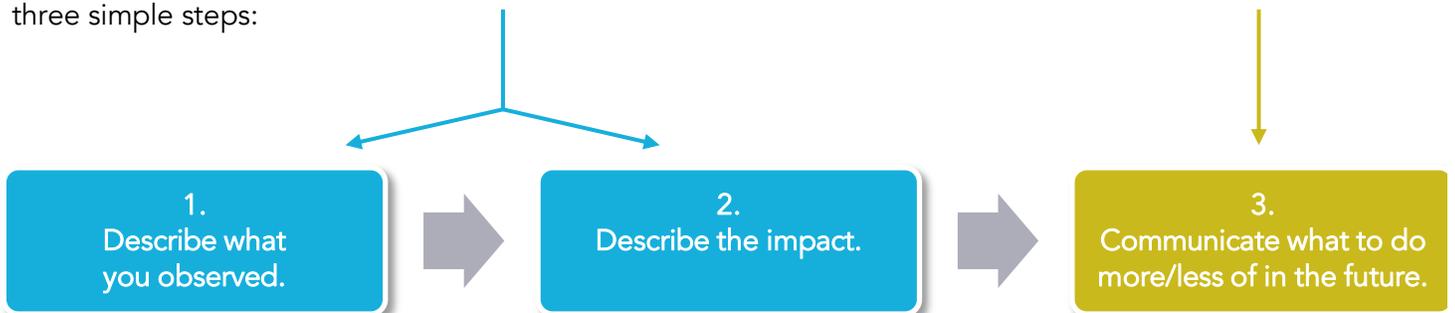
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A few things to practice when delivering real time feedback:

- Use additive language that focuses on opportunities. For example, "One thing that can make you even better is…"

- Be careful not to use the word "but" when delivering feedback. It negates everything that was said before it. For example, "The procedure went really well today, but you could have…" Despite indicating the positive, the only feedback most will focus on is the negative.

- Avoid the "feedback sandwich" which is providing a positive feedback, then a constructive comment and then another positive comment. Usually those receiving the feedback only focus on the middle.
  For example, "Your management of the project tasks and timeline was very effective. You could have done a better job staying on top of the budget. Operations will improve as a result of the ideas you contributed to the project."

What can impact the delivery of your real time feedback?

Body Language	• Be aware of your physical posture. • Sit up straight. Keep your shoulders square with the team member, not turning away.
Tone of Voice	• Is your tone of voice calm? Firm? Or is it apologetic? • Your tone may alter the effectiveness of the message (e.g., the employee might doubt your intent).
Eye Contact	• Are you looking directly at your employee/peer/leader or looking elsewhere? • Many people avoid eye contact when addressing others.
Engagement & Intent	• Are you genuine and authentic or only somewhat engaged in the conversation? • The intent should be to build the relationship. Forced or insincere feedback is unlikely to have the intended outcome.
Location	• Select a private and quiet location to maintain confidentiality and avoid interruption. • Feedback should be used to improve performance, not to publically shame or embarrass.
Timing	• Timely feedback is ideal; however, delayed feedback is better when the environment is not conducive or either party is distracted.

REAL TIME FEEDBACK CONVERSATION STARTERS

Some suggestions for how to begin the real time feedback conversation:

- *I want to share with you what I observed today on the unit that was so effective…*
- *I want to share with you an observation that I think could make our team's communication even better…*
- *The way you approached that problem today on the unit helped us…*

Real time feedback may sound like this:

"In our team meeting today, your presentation was very engaging! The examples you used helped to simplify the complex information so that I could understand it. I encourage you to use that approach in the future. It was very effective."

"The way you calmed the upset patient on the unit today was amazing. Your lowered tone of voice, composed demeanor and communication worked so well. I'm going to try your approach the next time I have an upset patient! Keep doing what you're doing."

"I saw you entering data manually in the system earlier today. We now have a way to pull information from the record automatically to populate the necessary fields. This could save you a lot of time and effort. I would love to sit down with you and walk through the steps so that you can use the automated method and

"I noticed that you and Gene disagreed over several points in today's meeting. I know you have had challenges working collaboratively in the past. From my experience you both have good intent, are hard workers and often have different, yet vital points of view. I would like you to meet, discuss your shared goals for this project and listen to each other's differing points of view. I feel this could lead to a more collaborative relationship and the project could be even more successful."

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Additional resources that can help you develop your feedback skills:

- Lynda/Linked In Learning courses:
    - _Managing High Performers_
    - _Giving and Receiving Feedback_
    - _Coaching Employees through Difficult Situations_
    - _Managing Employee Performance Problems_
    - _Coaching and Developing Employees_
    - _Delivering Employee Feedback_
    - _Motivating and Engaging Employees_
    - _Having Difficult Conversations_
- You can access these courses via Knowledge Link or by going to Lynda.upenn.edu directly. You will need your PennKey and password to log in. Click here if you have forgotten your password.

- Harvard Business Review Articles:
    - _How to Give Tough Feedback That Helps People Grow_
    - _The Key to Giving and Receiving Negative Feedback_
    - _The Delicate Art of Giving Feedback_
    - _Giving Feedback When You're Conflict Averse_
    - _How To Give Negative Feedback Over Email_

Next steps to consider:

- After providing real time feedback, you should continue to look for opportunities to reinforce positive actions and behaviors that you want to see continued. Also address any actions or behaviors that are not effective in real-time as appropriate.

- Refer to the "Giving Performance Feedback" for the ADAPT Worksheet to structure your feedback conversation and more feedback conversations starters.

- Partner with your HR Department for any support you need in giving real time feedback to your employees.