



Like me, I am sure you have met technically brilliant and incredibly smart executives who unfortunately lack basic leadership skills.

One of the most important leadership skills any Executive or Manager can develop is the ability to **provide effective and engaging performance feedback**. Providing feedback however can be challenging for some and for others its simply too time consuming. If you can relate to either of these scenarios then this information is going to be of tremendous benefit to you.

Let's think about the nature of feedback itself, when we receive feedback at work it is often because we haven't delivered in the way our manager wants or expects. If this is the case the employee hearing the information is likely to get defensive.

Defensive people are rarely open and listening for improvement opportunities. When Managers give feedback and it goes 'wrong' or becomes difficult, it provides more evidence to the manager or executive that providing feedback is too challenging.

So how do busy managers give quick yet effective feedback?

Firstly, don't criticise performance! Let's face it criticism doesn't help motivate anyone! Instead find something the person can do that will lead to better or improved performance and tell them about that. This might be something they can

- start doing
- continue to do
- do more of or
- less of

Secondly, describe what you want the person to do differently and what this means to them and your organisation.



This strategy (one that psychologists recommend for children too by the way), focuses on thinking about the behaviour you want and making a request for the person to display that.

For example

If someone is very abrupt to customers on the phone.

Rather than say

“ Fred I’ve noticed you are quite abrupt on the phone, it doesn’t fit with our culture of ‘customer first’ so I need you to be kinder and gentler on the phone to customers please”

Instead you might say

“Fred, when you answer the phone I’d like you to **start** having more relaxed conversations with the customers, it ok to spend time chatting with them about what’s going on in their world. By doing **more of** this, it means you will be able to develop deeper relationships and this tends to mean they will be more loyal to continuing using our services. Thanks”

If feedback is provided in this manner it is heard more positively.

How to have quick monthly meetings to improve performance

It’s a given if we manage people, we are busy however we must not neglect to nurture our people.

To follow is a 4 question monthly quick performance conversation you can have with your employees to help motivate, engage and help improve their performance. This conversation need only take between 5-15 minutes.

Ask your employee

1. Thinking about your successes this month, I’d like you to tell me about one thing that is working for you in your role that you should keep doing.
2. I’d like you now to tell me one thing that you could do to be more effective in your role. OR Tell me one thing you could do more of, less of, stop, start or continue to be more effective in your role.
3. What’s one thing as your manager that you want me to continue to do?
4. What’s one thing I can do to support you more or work better with you?

If you have these conversations with your team members each month, not only will you be very aware what they are doing, they will also be more focused on



performance enhancement. In addition you will also know how to provide the most effective support they need, in the way they need it.

Striving to keep employees happy and engaged is not just a “nice” thing to do. It’s the only way to create a successful business. By giving and getting regular feedback you will create within your team a culture of open and honest dialogue which is performance based and supportive which generally translates to increased effectiveness and bottom line results.

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