

FEEDBACK OBJECTIVES

FOR THE ANNUAL EMPLOYEE REVIEW



The annual employee review is intended to provide the opportunity for an open and trusting exchange between management and employees, during which they can have a structured talk about working situations, job satisfaction/motivation, tasks, achievements and developments. Mutual feedback thus forms the basis of functional and effective cooperation.

FEEDBACK OBJECTIVES

Feedback is closely linked to important objectives:

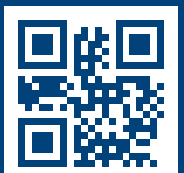
- **Awareness:** As a giver of feedback, I would like to draw the attention of the feedback recipient to the effect his or her behaviour and approach has on me, and what these mean to me.
- **Effect:** I would like to inform the other party about the needs and feelings which his or her behaviour evokes in me, and possibly point out aspects to which he or she should give serious consideration.
- **Appeal:** I would like to clarify to the other party what changes in his or her behaviour, would in my opinion, facilitate mutual cooperation.

GIVING FEEDBACK

- **Provide positive feedback too, rather than only giving negative feedback:** Always remember that your feedback should be well balanced. Feedback must be frank and honest so that the feedback recipient can accept it.
- **Begin with positive rather than negative feedback:** Follow the sandwich principle when giving feedback. Begin with positive impressions before moving on to criticism and then revert once again to praise when winding up the feedback session so that the negative criticism does not dominate the overall impression of the review talk.
- **Be specific rather than general:** Feedback must refer to concrete aspects such as cooperation, specific tasks or events and must be concisely formulated.

Example:

- ➖ *„You're doing well“ (is probably something the other party would be pleased to hear, but it doesn't give the other party much information about what exactly they're doing well).*
- ➕ *„I am very happy with your work. You always deliver results on time, don't hesitate to ask for help when you need it.“*



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- **Be descriptive rather than judgemental:** Take care to project only a description of your opinion, rather than evaluations and interpretations directly of the person.

Example:

- ➖ *„You're always so tired these days. Perhaps you should not stay out so late in the evenings.“ (This is an interpretation which sounds judgemental).*
- ➕ *„It seems to me that you often appear to be tired these days, and therefore make careless mistakes.“ (This is a description).*

- **Be constructive rather than reproachful:** Feedback must address behaviours which the other party can change. If feedback refers to personality traits over which the other party has no control, he might be offended.

Example:

- ➖ *„You are so unreliable. Especially in this field of activity, you must always be punctual.“*
- ➕ *„I would like to suggest that you should show up at least ten minutes earlier for important appointments. Late arrivals disrupt the course of the meeting for all the participants.“*

- **Feedback should be reasoned and analysed rather than intuitive:** Prepare yourself well for the feedback session. Consider precisely what and how you want to communicate to the other party.

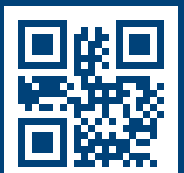
- **Be subjective rather than generalised:** Always give feedback based only on your own, subjective perception. Avoid mentioning the (presumed) opinions of third parties. Formulate feedback in „I-messages“:

Example:

- ➖ *„I've heard that your preparation for your presentations is less than comprehensive.“*
- ➕ *„I've observed that you often glance at your colleagues during the presentation as if you were looking for help from them. That gave me the impression that you yourself were not entirely sure of the content of the presentation.“*

- **Request rather than demand:** Feedback should be offered freely, and may not be demanded from the other party.

- **Palatable rather than oppressive:** Be careful not to address too many issues in a single discussion. The feedback recipient should be in a position to accept the praise or criticism and to reflect on it. Too much information at one time can be overwhelming. Avoid long feedback monologues. Rather, address all feedback points in a step-by-step discussion.



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RECEIVING FEEDBACK

- **Listen rather than interrupt:** Listen to the other party pro-actively and carefully, and do not interrupt him.
- **Ask questions and understand rather than justify yourself:** Ask the feedback giver what he means in case of certain aspects, rather than justifying your behaviour. Accept responses with an open mind and try to understand them.
 - Example:
 - Statement: „In my opinion you should spend more time with me and support me in difficult situations.“
 - Reaction:
 - „You must understand that at present I’m neck-deep in work. But I’ll do my best.“
 - + „Where exactly do you need additional support and what exactly are difficult situations for you?“
- **Accept praise gratefully rather than questioning it:** It is often much more difficult to accept praise than criticism. There can be different reasons for this, such as the fear that praise will lead to higher expectations in the future or the feeling that praise is merely „flattery“. Therefore: Do not hesitate to accept praise and recognition gratefully. Regard feedback as a gift and a learning opportunity to promote personal development.

