

**FAIRFAX COUNTY**

**9-1-1**

*Always there, always ready...24/7/365*

# THE ART OF COMMUNICATION GIVING AND RECEIVING FEEDBACK

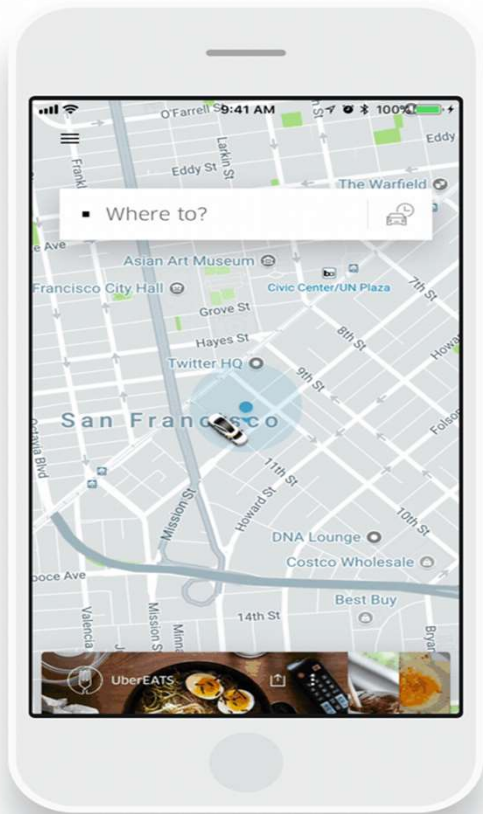
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# WHAT IS FEEDBACK?

Information you give to close the gap between *performance* and *goals*



- Clear / Specific
- Focus on Behaviors
- Timely
- Non-judgemental

# FEEDBACK VS ADVICE

Feedback is *data* on current performance



*Clear. Specific. Focuses on behavior. Timely. Non-judgemental.*

Advice is a suggestion for improvement



*No context on how it relates to performance. Vague praise or comments.*

# FEEDBACK VS EVALUATION

Feedback is ongoing information on how you are performing



Assessment of a performance during a specific time →  
*purpose is judgement*



# PURPOSE OF FEEDBACK

- Improve Performance



- Reinforce Behavior

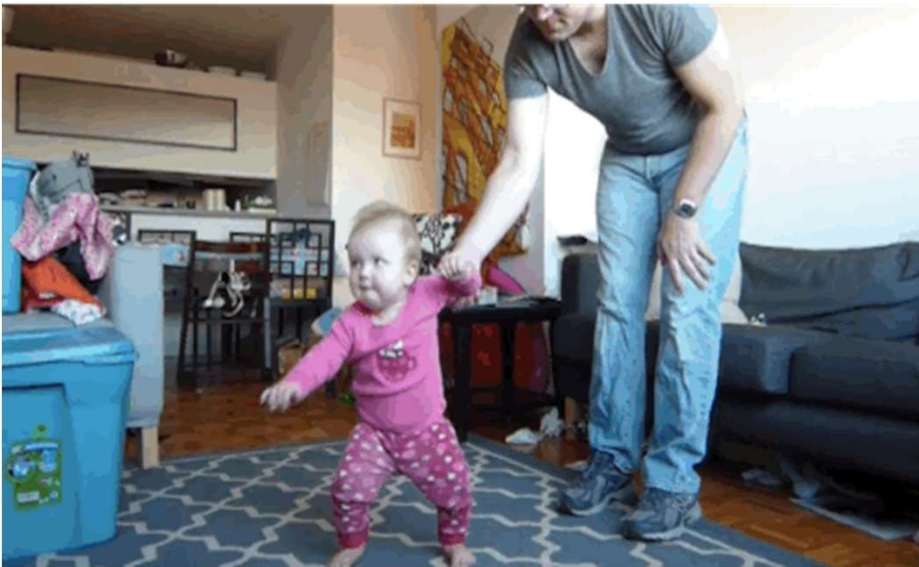
# ATTRIBUTES VS BEHAVIORS



**COURAGE / INSANITY**

# WHEN TO GIVE FEEDBACK

- Frequent and often
- Anytime the observed behavior doesn't meet the desired goal
- Best when behavior occurs
- When behavior meets the goal



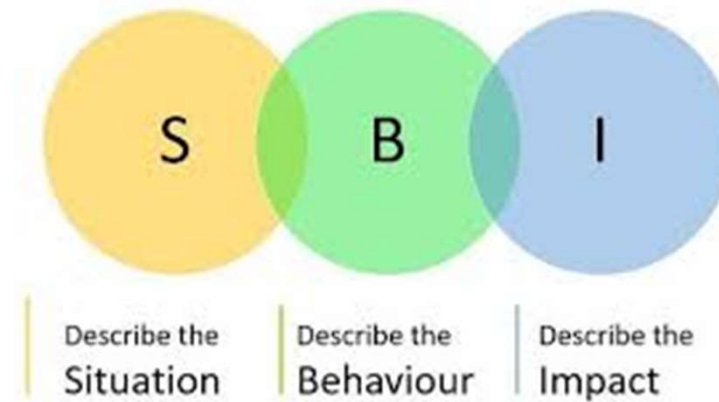
# HOW TO GIVE FEEDBACK — *SETTING THE TONE*

- Feedback should be given in a private setting whenever possible
- Feedback can be formal or informal
- Feedback should be given without positive or negative inflections in tone





# HOW TO GIVE FEEDBACK - *METHODS*



8 STEPS To Difficult Conversations

# HOW TO GIVE FEEDBACK - *METHODS*



Give positive feedback

Provide constructive criticism

Give positive feedback

## Pros

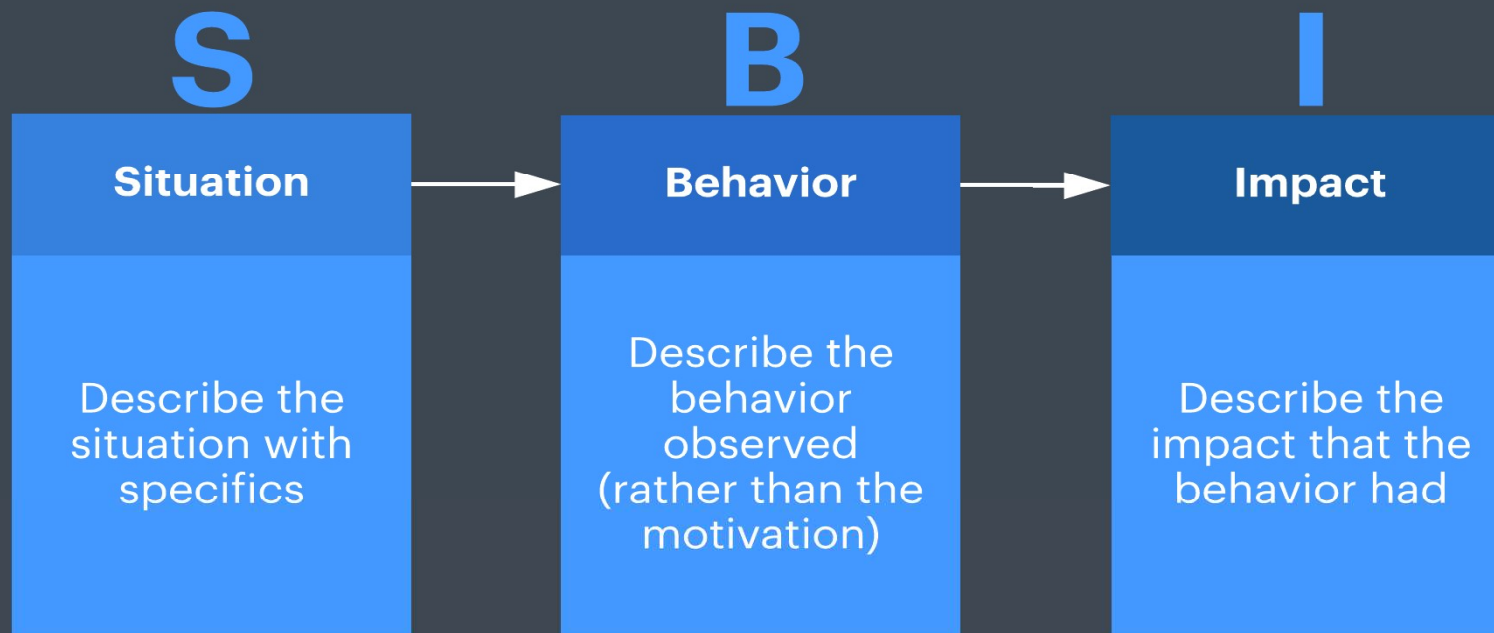
- Addresses overall performance
- Protects morale
- Good introduction to feedback

## Cons

- Minimizes impact of mistakes
  - Can be condescending
- Creates negative complex

# HOW TO GIVE FEEDBACK - *METHODS*

## Situation-Behavior-Impact (SBI) Model



# HOW TO GIVE FEEDBACK - *METHODS*

## Our Feedback Formula

**1** Reference a specific *date & time*

**2** Reference a specific *behavior*

**3** Explain *how the behavior made you feel*

- 1** Yesterday after the staff meeting...
- 2** you picked up the empty coffee cups left in the conference room...
- 3** ...and it made me feel glad that you take pride in our office space.



# HOW TO GIVE FEEDBACK - *METHODS*



STEALING  
OFFICE  
SUPPLIES

EATING  
OTHERS  
FOOD

FALLING  
ASLEEP AT  
WORK

# HOW TO GIVE FEEDBACK - *METHODS*



# DEFENSE MECHANISMS



# FEEDFORWARD



- Future focused
- Goal → Solutions / Suggestions / Advice
- Gives people action oriented options to take while protecting morale
- Example: when you get hysterical callers try using their name to calm them down





# HOW TO GIVE FEEDBACK - *METHODS*



## 8 STEPS To Having Difficult Conversations

- 1) STATE THE TRUTH / BE CANDID
- 2) EMPATHIZE
- 3) DESCRIBE OBSERVED BEHAVIOR
- 4) SHARE IMPACT
- 5) HAVE SOME DIALOGUE
- 6) MAKE A SUGGESTION OR REQUEST
- 7) BUILD AN AGREEMENT ON NEXT STEPS
- 8) SAY THANK YOU !

# NORMALIZATION

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Re-establish a normal  
work environment after  
feedback is given

# FEEDBACK DO'S



- Specific / Clear
- Timely
- Focus on Behaviors
- Non-Judgmental
- Ask Permission / Honor the Answer
- Private Setting
- Offer alternatives
- Say Thank You!

# FEEDBACK DON'TS



- Be judgmental
- Avoid using cliches
- Don't generalize or use words like "never"
- Psychoanalyze motives
- Drag it on too long
- Don't threaten
- Avoid inappropriate humor
- Avoid asking a question as feedback

# QUESTIONS?

