

Giving Feedback After The Centre

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Purpose of Workshop:

To Share Basic Techniques and Principles of Giving
Effective Feedback



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Topics to be Covered:

- Purpose of Feedback
- Minimum Information the Recipient Needs to Receive
- Legal Implications
- Recipient's Expectations
- Guidance Principles



What is Feedback?

Sharing What has Happened During a Simulation or Centre and
Linking It To The Work Situation

- Based on Behaviour During a Simulation or Centre
- Behaviour Linked to the Competencies Assessed
- Behaviour Relative to the Centre Norm



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Who Gives Feedback?

- Centre Administrator
- Centre Observer / Assessor

Recommendation:

Only People Trained In Conducting Centres

Only People Attending The Particular Centre



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Various Recipients of Feedback:

- **Development Centre Delegates**
- **Assessment Centre Candidates**
- **Line Managers**
- **Human Resource Representatives**



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Variables that Influence the Feedback

- **Purpose of the Centre**
- **Types of Centre**
- **Recipient(s) of the Feedback**
- **Organisational Aspects**
- **Other Human Resource Processes**



Types of Feedback

- Written Reports
- Feedback Discussions



Purpose of Feedback

- Depends on Recipient(s)
- Depends on Variables

To establish insight into the delegate's / candidate's behaviour during a Centre or Simulation.



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Minimum Information

- Competencies and Behaviour Linked to these
- Norm
- Actual Behaviour During The Centre / Simulation
- Recommendations



Legal Implications

- Purpose of the Centre
- Absolutes versus Probabilities



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Expected Feedback

- What was Done Well
- What Needs to Change
- What Needs to Be Done More Of / Less Of
- Questions Answered
- Fears Addressed
- The Road Ahead



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Feedback Principles

- Positive
- Practical
- Open
- Honest



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Principles During Verbal Feedback

- Let Them Feel as Though He / She is in Control
- Get The Emotions Out Of the Way
- Get The Unseen Factors out of the Way
- Focus on Practical Aspects
- Focus Future



Principles During Verbal Feedback

- **Be Present**
- **Have a Healthy Self-Worth**
- **Belief in Your Product**
- **Be Clear on Your Message**
- **Protect the Delegate's / Candidate's Self-Worth**
- **Stress What Have Been Measured and What Not**
- **Do Not Defend or Try to Impress**



Tips – Verbal Feedback

- Confidential and Appropriate Time and Place
- Show That You Care
- Control Own Emotions
- Emphasise The Progress Already Made
- Give Specific Examples
- Make It Practical



Tips – Verbal Feedback (Continued)

- Discuss Possible Alternatives
- State the Benefits that May Be Reached
- Give Positive Recognition
- Admit That The Situation is Difficult
- Validate the Other Person's Feelings
- End on a Positive Note



Techniques for Giving Verbal Feedback

- Focus on “Road Ahead”
- Listen, Observe, Follow-up on Cues
- If The Delegate Can Not Answer, Ask The Line-manager
- Describe Competencies in a Nutshell
- Use the Development Plan BUT be Flexible



Techniques for Giving Verbal Feedback

Feedback On The Simulation:

- **Do It A Lot?**
- **Do You Find It Easy Or Difficult?**
- **What Do You Not Find Easy?**
- **What Value Will It Add If You Do It More Effectively?**
- **What Can You Do Differently In Future?**



Techniques for Giving Verbal Feedback

Three Step Process:

- Step 1: Ask: “What Do You Think You Can Do Differently In Future?”
- Step 2: Positive Stroking – “That Will Be Good!”
- Step 3: Ask: “What About Also
- Step 4: Let Go

OR Tie It Down



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Tips When Writing a Report

- Positive Words:
 - Development Areas i.s.o. Weaknesses
 - Should i.s.o. Could
 - Recommended behaviour for future i.s.o. what the Delegate did not do
- Give Comprehensive Feedback
- Use Principles of Clear Writing



Principles of Clear Writing

- Simple Words
- Short and Simple Sentences
- Active Voice (as far as possible)
- Paragraphs



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Discussion



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Conclusion

- Keep the Recipients and Variables in Mind
- Keep the Purpose in Mind
- Focus Future
- Remember It Is a Person's Behaviour – His / Her Future



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