

# Great feedback

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Workforce Development Team, 2024-25

Thank you for booking a place on the Great feedback workshop.

The purpose of this pre-course work is to provide some foundation information that will help you get the most from the workshop, where we will have time for practical work.

We anticipate this takes approximately 30 minutes to read.

## How feedback works

A 1996 study showed that in 607 instances of feedback the overall impact was clearly positive, but over a third found that performance worsened. A number found no effect. To maximise the effectiveness of feedback, employees need to react to it positively!

Understanding the individual is a key element of giving great feedback.

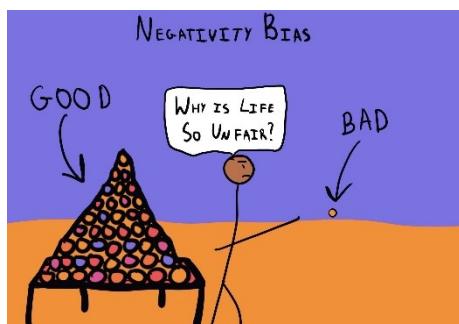
For example, the **social comparison theory** suggests we like to know how we compare with our peers, generating a desire to improve. Alternatively, the feedback intervention theory suggests that I might compare feedback to what I wanted to achieve and so my response might be to maintain or adjust my effort accordingly.

Finding out how best to give feedback to the different people you manage will help you to gauge this more accurately.



Asking people how they like their feedback and what makes it useful, will establish some foundations. These conversations can help build understanding of different perspectives, wants and needs, and create good channels of communication. Spending time on this phase can help feedback land more constructively.

It's also worth recognising that people are wired to have a negativity bias, by which we mean that we pay disproportionately more attention to negative rather than positive feedback. We might dwell on the negative or constructive feedback elements of a conversation, rather than the praise elements. Asking someone what they will take away from a feedback discussion might uncover their negativity bias in overdrive!



Read: [Development toolkit/ Delivering feedback](#) – this article summarises various feedback models, some of which will be used in the workshop

Read: [Development toolkit / Helping others use constructive feedback](#)

## **Cultural differences in communication**

Understanding cultural differences can make a difference to how feedback is received and understood, with different levels of emotional expression occurring.

[Cultural Intelligence - Working Confidently in Different Cultures](#)