

# Feedback...the essential leadership tool

Appraisals...a necessary management tool

Consider the image of building a house. Feedback should be thought of as the bricks. Each brick is individual and we need lots of them to build a house. When the walls are complete, we need a roof. This is the annual appraisal process. You should never have an appraisal process if you do not have regular, everyday, single-message feedback. We need bricks to support the roof; we need feedback to support the appraisal.

## Giving Constructive Feedback

Feedback should be:

- Single message (either "keep doing" or "stop doing")
- Simple (keep to a structure and do not dress it up)
- Verbal and relatively informal
- Helpful and encouraging
- Welcomed, valued and expected
- Respectful, deserved and meaningful
- Clear in terms of benefit and impact
- Focused on behaviour (which can change) not character

## Receiving Feedback

Remember that giving feedback is a tough skill so:

- Be open minded and patient
  - Listen carefully and don't interrupt
  - Clarify if necessary but don't defend
  - Recognise that feedback is an opportunity to learn
  - Use feedback as the BEGINNING of an open dialogue

**Effective leaders not only give constructive feedback, they also seek and accept feedback about their own performance.**

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