



TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

Giving Performance Feedback



This tool is designed for managers developing others through performance feedback.



The following worksheet and model help you plan for and deliver effective performance feedback in any situation.



Use this tool when planning to provide performance related feedback to those you manage.

We strive to build a feedback rich environment at Penn Medicine. A feedback rich environment is one in which ongoing, real time performance and developmental feedback is provided to the employee and team. Making the time for performance feedback not only benefits the employee but also ultimately his/her manager and the organization. We know from research that managers who provide consistent performance feedback and focus on the strengths of their employees drive the level of engagement of those they manage.

As a manager, you have numerous opportunities to provide ongoing performance feedback.

Defining performance feedback:

- Focuses on enhancing the performance of someone you manage.
 - Addresses improvement in the skills and competencies that impact performance.
- Has a short-term goal focus (weeks/months).
- Provides performance coaching opportunities.



Performance feedback differs from developmental feedback, which is generally of a long term focus relating to future goals and career development. It also differs from real time feedback, which is immediate and takes place right away or shortly after an observation.



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PREPARATION

Before giving performance feedback to someone you manage, complete the worksheet to examine your intentions and plan for the most effective way to engage in a feedback conversation.

Promote the Relationship

- Determine how to build the relationship and trust during the feedback process.
- Think about the impact of his/her performance.
 - *Where has the employee excelled in performing?*
 - *Is the employee performing the best he/she can in his/her current role?*

How can I frame the performance conversation to communicate his/her value and impact?

Establish Goals

- Assess current skills.
- Reflect on what the employee is good at and where he/she can improve.
 - *What are his/her strengths?*
 - *What are his/her development opportunities?*
 - *How do those help or hinder his/her personal goals?*
 - *What are the key messages you want to send?*
- Make goals specific, clear and concise.
- Plan to ask the employee to identify his/her goals, e.g., *"What would you like to achieve as a result of continued growth in this skill?"*

What is the outcome/goal I would like the feedback to produce?

Determine an Appropriate Time and Setting

- Select a private and quiet location to maintain confidentiality and avoid interruption.
- Timely feedback is usually ideal; however, sometimes delayed feedback is better when the environment is not conducive.

*Where is the best location to meet?
When is the best time to deliver this feedback?*

Plan to Communicate Intentions

- Set expectations by communicating that feedback is coming. For example, *"I would like to shift our conversation to share some feedback with you regarding _____."*

How will I begin the feedback conversation?



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STRUCTURING THE CONVERSATION

You can use the **ADAPT Model** as a step-by-step guide to structure the performance feedback conversation.



Seek self-assessment:

Ask questions like:

- *How do you think that went? What went well?*
- *What didn't go well?*
- *What might you do differently the next time?*
- *What are you trying to work on?*
- *What feedback would be helpful?*

Continue the discussion:

- Reflect on self-assessment.
- Describe what you observed.
- Provide positive and constructive feedback.
- Be specific.
- Prioritize 2-3 points.

Explore the individual's understanding:

- *Thoughts on what was discussed?*
- *Anything we discussed that doesn't make sense to you?*
- *What remains unclear?*
- *Anything that struck you as something to focus on?*

Make a plan:

- Coach for change.
- Create an action plan together.

Ask questions like:

- *If there was one thing you would work on immediately, what would it be?*
- *What might you do to work on this?*
- *Here are my ideas for how you can work on this...*

<p><i>What question(s) will I ask to encourage self-assessment?</i></p>	<p><i>What points of feedback do I want to emphasize in the discussion?</i></p>	<p><i>What question(s) will I ask to confirm understanding?</i></p>	<p><i>What question(s) will I ask to jointly create an action plan?</i></p>
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Adapted from the University of Washington, UW Medicine



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PERFORMANCE FEEDBACK CONVERSATION STARTERS

- *How do you think that project went? What went well? What would you have done differently?*
- *I've spent some time thinking about your recent performance and wanted to share my thoughts with you.*
- *We all have strengths and development needs. Let's discuss your strengths. Now let's talk about areas where you can continue to build your skills so that you can be even more successful.*
- *In order to accomplish "X" this year, I'd like for you to think about "Y".*

GOOD DOCUMENTATION PRACTICES

After you've had a performance feedback conversation with one of your employees it is a good idea to:

- Document the conversation in a follow up e-mail that includes a summary of what was discussed and the timing and expectations of what good looks like regarding next steps. This helps your employees know what is expected of them.
- If this is a feedback conversation that you've had more than once with an employee, consult your HR Department for additional guidance.

Additional resources that can help you develop your feedback skills:



- For performance conversations, the Penn Medicine Rubric can serve to identify performance improvement opportunities.
- Lynda/Linked In Learning courses:
 - *Managing High Performers*
 - *Giving and Receiving Feedback*
 - *Coaching Employees through Difficult Situations*
 - *Managing Employee Performance Problems*
 - *Coaching and Developing Employees*
 - *Delivering Employee Feedback*
 - *Motivating and Engaging Employees*
 - *Having Difficult Conversations*
- You can access these courses via Knowledge Link or by going to Lynda.upenn.edu directly. You will need your PennKey and password to log in. Click [here](#) if you have forgotten your password.
- Harvard Business Review Articles:
 - *How to Give Tough Feedback That Helps People Grow*
 - *The Key to Giving and Receiving Negative Feedback*
 - *The Delicate Art of Giving Feedback*
 - *Giving Feedback When You're Conflict Averse*
 - *How To Give Negative Feedback Over Email*

Next steps to consider:



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- After providing performance feedback, you should follow up on any action plan for improving skills and behaviors, and track progress on the plan for continued performance improvement.
- Partner with your HR Department for any support you need in giving performance feedback to your employees.