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# Gallup Pakistan HR Newsletter

**Management Edition:**  
Giving and Receiving Feedback

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# Welcome

to Gallup Pakistan's 14th edition of a series of HR Newsletters. In this series we principally aim to encourage empirical understanding of HR problems faced by organizations today. **By disseminating international and local research findings, Gallup Pakistan aspires to create a knowledge hub that HR practitioners in Pakistan can benefit from. In this regard, we would be borrowing extensive research from other member countries as well.**

In this edition we endeavor to bring to our readers an understanding of **Feedback** and how it can be effectively employed by managers with regards to their employees. The first article **"How to Give Feedback that Works"** explains why feedback is useful and presents a five-step model of giving feedback effectively. The second article **"When to Give Feedback in a Group and When to Give it One-on-One"** contextualizes different scenarios and helps differentiate situations when feedback should be given in a group and when it should be given one-on-one. Finally, the last article **"Responding to Negative Feedback"** elaborates upon the interactive nature of the feedback process and suggests appropriate ways in which employees should react to negative feedback.

Don't forget, your valuable suggestions and ideas are much awaited and appreciated. Also, we are open for partnerships with other teams working in similar domain. We look forward to a successful journey.

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Whether you're an employee, manager or entrepreneur, the people you work with will at some point make mistakes – and you will have to give difficult feedback.

## So why does feedback matter?

Giving feedback is the only way to ensure behavior will change, and it can help focus others on the most important issues. Many people are motivated or inspired by well-delivered feedback, and will perform at a higher level because of it.



# How Should I give Feedback To Others?

Use this 5 step model:

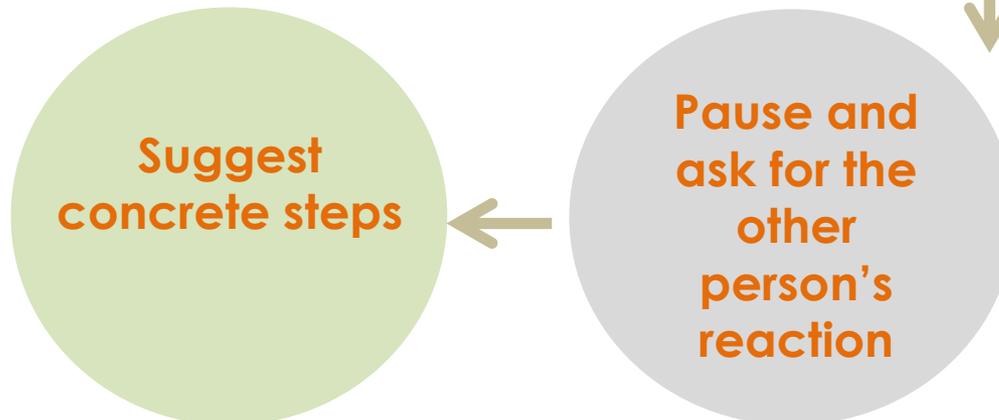


A simple “Hey, do you have a minute for some quick feedback?” can help the receiver of feedback be mentally ready for it, be it positive or negative.

Where possible, use specific examples and avoid being judgmental. “You don’t give off a lot of energy in meetings” is not helpful as “In the meeting with Sara yesterday, I noticed that you were using passive body language.”

Point out the direct impact that resulted from this behavior, again trying to be as specific as possible. Saying “When you said X, it made me feel upset” is much more effective than “When you say X, you sound stupid.”

Give a small number (1-2) of actionable suggestions that the other person can take in the future, to change his behavior. They will appreciate that you are giving them the first step to improving the situation.

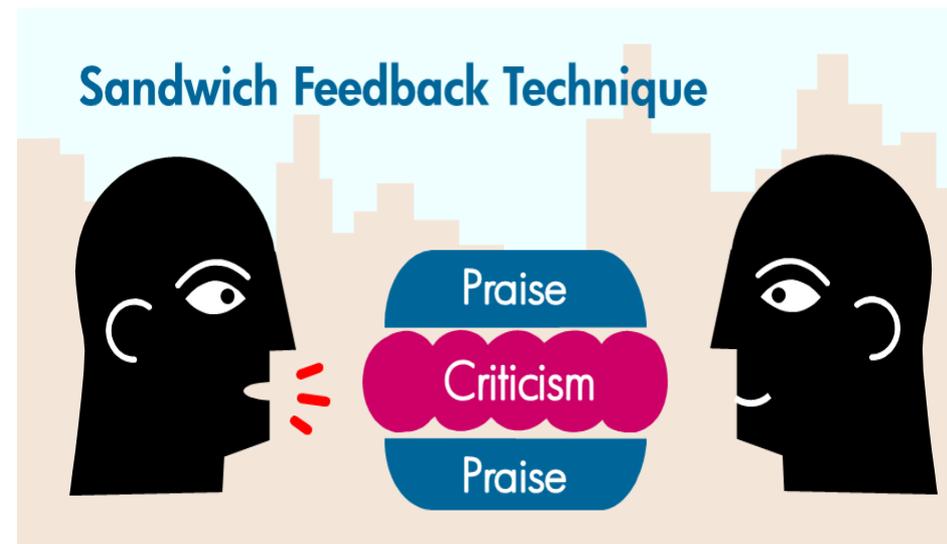


Give them time to think through what you’ve said and react to it.



## 5 Common Errors to be Avoided while giving Feedback:

1. **Choose one issue at a time!** Focusing on too many skills or behaviors at once is confusing and overwhelming.
2. **Don't be too critical.** Giving a good piece of feedback with negative feedback makes it easier to swallow.
3. At the same time, **feedback shouldn't avoid real problems.** If there's an issue, don't be afraid to state it.
4. **Don't be too vague** – use specific examples and connect them to impact.
5. Leave plenty of time for the recipient to ask or answer questions and response to what you've said.



# When to Give Feedback in a Group and When to Give it One-on-One\*

Giving feedback in the right setting is also important. It affects your team's performance, working relationships and well being.

Here are some guidelines for when to give feedback in a team setting and when to offer it one-on-one:

## 1. Give feedback in a team setting when:

- One or more team members are experiencing negative consequences caused by other team members.
- Team members are the source of feedback.
- The issue involves most of the team.





## 2. Give feedback one-on-one when:

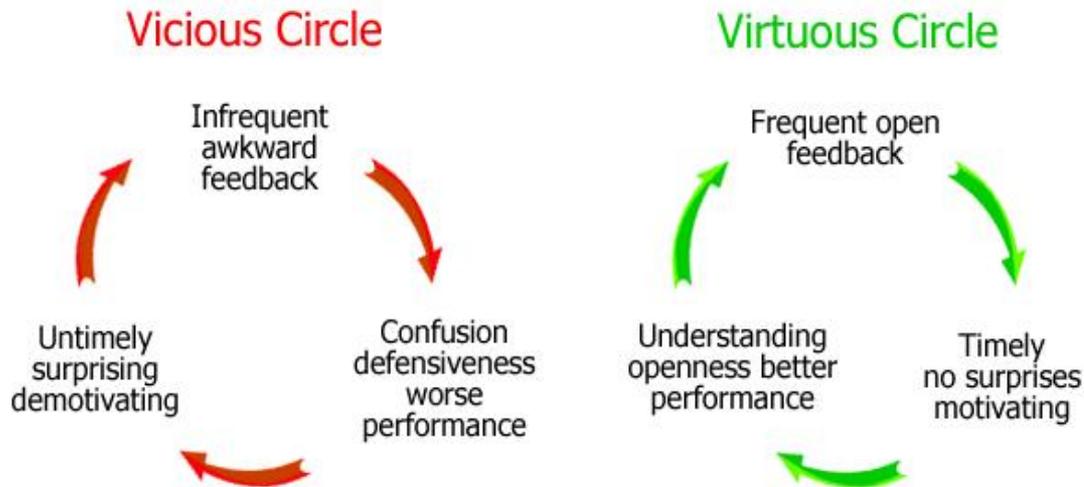
- Other team members are not being affected by the behavior and have no information to provide.
- You want to help the team member prepare for receiving team feedback or coach the team member after receiving feedback from other team members.



# Responding to Negative Feedback\*



Employees tend to become less defensive if they receive frequent feedback. ~ Catalina Andrade, training and benefits manager at Tris3ct, a Chicago marketing company.



Feedback is important not just from the giving end but also from the receiving end. It is an interactive, two-way process wherein the employees' responses and reactions to feedback are also important.



\*This article has been extracted from The Wall Street Journal online resource and can be accessed at: <http://www.wsj.com/articles/how-to-take-criticism-well-1403046866>

So what is the employees' role in contributing to an effective feedback process?

## When Responding to Negative Criticism don't...

DON'T ...	WHY NOT ...	IF YOU DO ...	WHAT TO SAY INSTEAD
 <b>GET ANGRY</b>	Boss becomes angry and mistrustful of you.	Calm down, meet again and apologize, and ask for examples or evidence.	'I want to be sure I understand. Is this what you're saying?'
 <b>CRY</b>	All the boss remembers is tears.	Ask for a follow-up meeting, apologize for becoming emotional and focus on specifics and next steps	'Do you mind if I give that some thought and we talk later?'
 <b>DENY IT</b>	The boss doubts your credibility.	Meet again, explain that you failed to see the big picture at first, and ask for specifics.	'This comes as a surprise. Could you give me some examples?'
 <b>BLAME OTHERS</b>	The boss loses respect for you.	Focus on yourself and look for something you can learn from the feedback, then meet again.	'I hadn't considered looking at it that way. Could you tell me a little more about how you see that?'

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