

Performance feedback

Case duration (Min): **45-60**

Human Resource Management (HRM)

Organizational Behaviour (OB)

Performance management

Motivation

Worldwide

Case summary:

Discusses the Importance of Providing Timely and Honest Feedback To Employees.

Learning objectives:

Explain the importance of performance feedback and how it can be delivered effectively.

Case problem:

How should you provide feedback to employees?

First, if you are taking a taught management course then consult with your tutor and ensure that the case has not been scheduled into a teaching class or tutorial. If it has not:

1. Play/ read the media associated with the case. You may need to access the Internet and enter a URL to locate any video clips.
2. Attempt the Case study questions.

Consider attempting the case study as a group exercise; you could form a study group with fellow students.

3. Check the suggested answers - remember these are suggestions only and there are often many possible answers.

Discuss questions and answers with other students.

4. If you feel your answer(s) were weak then consider reading the relevant suggested readings again (also see the case study suggested references).

Title/
Media type

URL/ Media description

The Importance of Providing Timely and
Honest Feedback To Employees.

<http://eclips.cornell.edu/clip.do?id=12280&tab=TabClipPage>

Film

Indra Nooyi Discusses the Importance of Providing Timely and Honest Feedback To Employees.

See transcript.

NOTES:

Case study questions...

Action		Pre/During/After class
1	HOW TO GIVE GOOD FEEDBACK : Indra Nooyi outlines some of the weaknesses of HR systems. In your groups, summarise and discuss the key advice given by Indra.	During
2	HOW TO GIVE GOOD FEEDBACK 2 : Few of us enjoy hearing about our shortcomings, and few managers look forward to describing them-imagine that you are an advisory group, working in the HR department-draft a pamphlet providing simple advice on the use of feedback within your organisation - you should consider both the process of delivering and content of feedback.	During

CONCURRENT FEEDBACK

in a learning context, information which arrives during our behaviour and which can be used to control behaviour as it unfolds (see delayed feedback).

DELAYED FEEDBACK

in a learning context, information which is received after a task is completed, and which can be used to influence future performance (see concurrent feedback).

FEEDBACK

Output that is returned to the appropriate members of the organization to help them evaluate or correct input.

FEEDBACK (IN THE CONTEXT OF LEARNING)

information concerning the outcomes of our behaviour.

FEEDBACK.

A feedback mechanism provides information on the performance of a system. An example of feedback might include quality control measurements taken on a production line.

CONTROLLED PERFORMANCE

setting standards, measuring performance, comparing actual with standard and taking corrective action if necessary.

PERFORMANCE

In human terms this reflects the level of achievement by an individual, measured against what they would be expected to achieve.

PERFORMANCE APPRAISAL

A method of reviewing the performance and potential of employees that is usually undertaken formally and systematically at regular intervals.

Question/ Answer

1 HOW TO GIVE GOOD FEEDBACK :

Indra Nooyi outlines some of the weaknesses of HR systems. In your groups, summarise and discuss the key advice given by Indra.

The performance appraisal system - what is discussed with the employee tends to be a little bit different than what is discussed behind closed doors.

Employees want to be told exactly where they stand but not once every year.

HR feedback forms are constraining.

Very pointed feedback :

They get it in July and they get it in December because I want to give them a chance to redeem themselves.

If you give them the right feedback they do well but more importantly don't just give them feedback and say you're not doing well and I don't like the way you talk or I don't like the way you act and step back from it.

Be specific and give honest feedback but don't just stop with the feedback, work with them - you've got to help the people come up.

Discussion: all aspects of performance management arouse controversy, especially appraisals.

2 HOW TO GIVE GOOD FEEDBACK 2 :

Few of us enjoy hearing about our shortcomings, and few managers look forward to describing them- imagine that you are an advisory group, working in the HR department-draft a pamphlet providing simple advice on the use of feedback within your organisation - you should consider both the process of delivering and content of feedback.

Process :

We often confuse feedback with criticism - probably because much of our experience with it has had more to do with what we've done wrong than what we've done right or how we could do better. Feedback should not be viewed as a personal attack or a list of errors, mistakes, or mishaps. It should be seen as an essential part of our (and others') ongoing professional and personal development and growth.

Feedback in organizations and business is ongoing, open two-way communication between two or more parties. Typically, feedback is given in annual performance reviews, but the best feedback is timely, honest, and provides useful comments and suggestions that contribute to a positive outcome, a better process or improved behaviours.

Managers are not responsible for an employee's performance, the employee is and should therefore look, for themselves, for a variety of sources of feedback.

Plan the session, start with a positive and establish a rapport.

Be sure that the employee has been given a job description and knows what he or she is being evaluated against.

Let the employee see a blank copy of the evaluation form and have him or her fill out performance ratings.

Set up a time and place to meet so that you'll have privacy without disturbance.

Put the employee at ease, or anxiety will keep him or her from hearing what you say.

Avoid doing all of the talking. Ask questions and let the employee tell you how they feel and what they need.

Always get feedback on your feedback.

Content :

Refer to specifics (observable behaviours and outputs)/ focus on changeable behaviours not predispositions.

Constructive feedback is more useful and beneficial to the recipient because it provides encouragement, support, corrective measures and direction. Good constructive feedback is: - given with the goal of improvement - timely - honest - respectful - clear - issue-specific - objective - supportive - motivating - action-oriented - solution-oriented.

Outline your goals for the evaluation - to improve the employee's performance, reward good performance, establish new performance expectations, receive feedback or other goals.

Avoid focusing only on areas that need improvement. Every employee wants and needs to be praised; spend just as much, if not more, time describing what he or she is doing right. This is essential for retaining good employees.

PERFORMANCE ASSESSMENT

One of the many people management techniques which 'classify and order individuals hierarchically' (Townley, 1994, p.33). Modern assessment is often focused on competences. See also 'Appraisals'.

PERFORMANCE MANAGEMENT

'A strategic and integrated approach to increasing the effectiveness of organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributors.' (Armstrong and Baron, 1998)

APPRAISAL

Process of analysing an employee's work achievement and potential for further development.

POSITIVE REINFORCEMENT

the attempt to encourage desirable behaviours by introducing positive consequences when the desired behaviour occurs.

Case study references

Cole, G A. and Kelly, P P. (2011) 'Management Theory and Practice', Ed. 7. Cengage EMEA.

Nelson, D L. and Quick, J C. (2009) 'ORGB', Ed. 1. South Western.

Price, A. (2007) 'Human Resource Management in a Business Context', Ed. 3. Cengage Learning EMEA.