

-Guidance Feedback-

What is Guidance Feedback?

Guidance feedback is providing information on an incorrect response so that the person can improve their performance.

How does Guidance Feedback differ from Criticism?

The aim of criticism is to attack the person and to personalise issues. Guidance feedback differs because the aim is to help change an incorrect behavioural response and replace it with a correct behavioural response.

Guidance Feedback has Two Components

- Decreasing the undesired response by describing what was wrong and the impact of the response.
- Specifying the desired response.

Delivering Guidance Feedback

Prerequisites: Before providing guidance feedback, as a manager, you must check that you have set the scene for the person to perform correctly.

- Have the desired behavioural expectations been described to the person?
- Has direction been provided on how to meet the goal or performance expectations?
- Have the necessary tools been provided for the job?
- Has positive feedback been provided for improvements?

If the above techniques have not been used do not provide guidance feedback. First correct your own performance.

Delivery Techniques

- Discuss performance privately.
- Only provide guidance feedback when you are calm. Never provide it when you are angry or emotional.
- Provide feedback as soon as possible after the incorrect response.
- Be specific. Use the NORMS of objectivity.
- Talk about the behaviour - not the person.
- Use “I” statements. For example, “I’d like to see you try...” rather than “You need to improve... ”.
- Give the person an opportunity to respond - its now time for you to actively listen.

What Should the Ratio of Positive Feedback to Guidance Feedback be?

People learn faster when they receive both positive and guidance feedback. A ratio of 5:1 should be aimed for: that is, five positive comments to every one guidance comment.

Create Winners

Providing guidance feedback, while uncomfortable, is necessary. However, you can create a large winners circle by providing high rates of positive feedback.