



Show You Care: Prepare to Give, Receive, and Use Feedback

We give and receive feedback every day, whether we're aware of it or not. Feedback is simply information that we use to gain insight about ourselves, make decisions and guide our behavior. We provide feedback through our words, body language, tone of voice, what we do (and don't do) and so much more. Even our feelings are a type of feedback.

When it comes to performance management, feedback includes formal and informal ways to share and document our strengths and areas for improvement. Meaningful feedback should help us gain mutual understanding of when we're on track to achieve our goals (outcomes) and what is leading to success (skills, knowledge, attributes).

Providing regular feedback has the potential for improving individual and team performance through learning and seeking new ideas to meet changing needs. Taking time to ask for feedback, listen openly and use new insights increases employee engagement and feelings of being valued.

Here are some things you can do to be purposeful in giving and receiving feedback to achieve your goals during the Annual Review discussion:

Managers: Create a safe space for open and honest dialogue. Ground the conversation in what *work* matters most right now and how 2022 achievements made an impact on the unit and WSU community. Prepare *questions* that help you focus on what's important (to you, the team, the department and those served), as well as individual/team unique strengths and opportunities such as:

- What do you feel most proud of as you reflect on the past year? How did that help to support your goals, our team's goals, and Wayne State goals?
- As you reflect on our strengths as a team, what should we *keep* doing in the year ahead? What should we *start* doing? What should we *stop* doing? Why?
- How are the needs of those we serve changing and requiring us to work differently?
- What is an area you'd like to keep growing in? How can we plan ahead for the upcoming fiscal year to support you as a key contributor in this area?

Staff: Be prepared to share one thing you're *proud of*, why you chose this, and why it matters to your work/unit. Demonstrate a balanced perspective by discussing one area for improvement or something you'd like to keep growing in and how this will help you achieve your goals even more effectively in the coming year. Prepare questions that help you to seek meaningful feedback such as:

- What area/s do you see me as uniquely strong in that I should keep doing in the year ahead?
- What area/s would you recommend that I continue to strengthen in as we reflect on the needs of our team and those we serve? What is one thing I might start doing – or stop doing – to begin?

- As I look ahead to the changing needs of our team and those we serve, I anticipate ___ will be important to (be more efficient, offer better service, improve our productivity/innovation, etc.). How can I help you and the team explore this more?
- I'd like to grow in ____. Is there an opportunity you're aware of in the year ahead to use these skills?

Both: Use a 'look back & look ahead' approach as you celebrate 2022 achievements and get ready for 2023 goal planning. Consider, what will be changing in the upcoming year? Discuss ways to leverage strengths and interests and seek opportunities to learn and gather information from those who can help guide priorities. Use a 'start/stop/continue' framework to shape projects and staff contributions. Remember: things that led to success in the past could look different as you strive to meet the needs of those you serve and our changing work environment.

Accelerate eLearning Library Resources....

Watch this 4-min video [Requesting Feedback in Cornerstone](#)

Discover 7 principles of effective feedback with this Gallup article, [Give Feedback Like a Coach](#)

Get a fresh take on asking for feedback in this HBR video, [How to Ask for Feedback and Put it Into Action](#)

Contact your [HR Consultant](#) for support