



University Hospitals Sussex
NHS Foundation Trust

Effective feedback conversations

Managers guidance

Performance Monitoring Model

What did they agree to do?	<ul style="list-style-type: none"> • Targets/measures/outcomes
How did they agree to do it?	<ul style="list-style-type: none"> • Techniques/behaviours
When By?	<ul style="list-style-type: none"> • Milestones, reviews and and completion dates
What was the contract?	<ul style="list-style-type: none"> • Have you delivered all the support you agreed to?
How is it Going?	<ul style="list-style-type: none"> • What's going well? • Not so well?
Do they know?	<ul style="list-style-type: none"> • Feedback, Catch up meetings

What is good feedback? - Feedback designed to give a BOOST

Balanced	focus not only on areas for development, but also on strengths.
Observed	provide feedback based only upon behaviours or the impacts that you have observed.
Objective	avoid judgements and relate your feedback to the observed behaviours and impacts, not personality.
Specific	back up your comments with specific examples of the observed behaviour or impact.
Timely	give feedback soon after the activity to allow the learner the opportunity to reflect on the learning.

How do we deliver it? - Feedback delivered SOON

Situation	Talk about a specific event..
Observed Behaviour	Describe specifically what I saw you do or heard you say. If possible give an exact description e.g. a quote
Outcome	Describe the specific outcome or impact of the behaviour. This needs to be the actual impact, What has actually taken place as a result of the action we are discussing?
Next Steps	This can involve questions about what's troubling them and an agreement with the person about how they will behave in future.

1:1 Review and feedback –Conversation Structure



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Step	Content
Welcome	Builds rapport and puts individual at ease Asks about something important to the individual Listens and engages with the answers
Purpose of the meeting	Explains this is a catch up and time to spend focusing on the individual and their progress
What's going well?	Encourages individual to talk about strengths and successes. Agree, encourage and congratulate where appropriate. Providing specific and positive feedback
What's going less well? NB Manager withholds their views at this stage. Just question and listen	Encourages individual to discuss things that are going less well. Maintains focus on things that are inside their control Probes to identify why things are going that way Probes to identify what action the individual has already taken to resolve the situation Asks individuals views on how they can influence and improve the situation Use silence effectively to allow time to think, process and come up with ideas
Where necessary manager addresses unidentified issues	If individual has not identified the problem - manager asks specifically about behaviour or impact I have noticed that..... Probes for reasons, barriers, obstacles Probes for individual suggested solution
Manager shares own views	Where individual has suggested the solution this will be a simple agreement and encouragement to act. Where individual has not offered a solution the manager describes what they want to happen, when, and how.
Contracting and next steps Handling objections if necessary	Agrees when this will be done by and how. Agreeing any additional support that is needed but only if this is appropriate and practical Agrees the next review date
Reassure	Express and demonstrate faith in them to succeed Reassure them of your support at all times throughout the task

SOON

Feedback/Challenge Model

NB: Always in a place of privacy, and showing due respect for the receiver of feedback

Situation

Talk about a specific event..

The event was recent – talk about it as soon as possible after it takes place

Avoid generalisation and distortion e.g. “this stuff is always happening” Or “you are always doing this”.

Observed Behaviour

Describe specifically what I saw you do or heard you say.

Not my interpretation of it, and not someone else’s report about it.

If possible give an exact description e.g. a quote

Outcome

Describe the specific outcome or impact of the behaviour.

This needs to be the actual impact, not what we believe the impact might be.

What has actually taken place as a result of the action we are discussing?

Next Steps/need to talk about it

This will depend upon who you are talking to.

Always start with an assertion that you know this would not have been deliberate.

To a direct report: this can involve questions about what’s troubling them and an agreement with the person about how they will behave in future.

To a member of your peer group who you know well: comment on it being out of character and ask what might be wrong

To a member of your peer group not known to you, or someone more senior to you: focus on the impact of their actions, and your desire to help by making them aware of their impact.