Checklist

Conducting Constructive Feedback Discussions

CEB HR Leadership Council™
For Midsized Companies

Managers can increase their effectiveness at developing employees by 27% through conducting constructive feedback discussions. Managers who conduct open, evidence-based, and forward-looking discussions improve employee interest in feedback discussions and avoid negative employee reactions.

Directions: Use this checklist to prepare yourself to deliver feedback.

Conduct an Open Discussion
❑ Why am I delivering this feedback? Am I ready to provide feedback that will help the employee? ❑ How can I foster an open and positive discussion? ❑ How can I make employees feel comfortable during the feedback discussion? ❑ Have I allowed the employee to discuss his or her performance weaknesses with me? ❑ Have I allowed the employee to give his or her perspective? ❑ Have I listened to the employee's perspective and incorporated it into my analysis of the situation?
Conduct an Evidence-Based Discussion
❑ Can I identify specific examples of the employee's performance issue? How can I describe the impact of those behaviors on the team and business? ❑ Is the employee's performance issue a part of a pattern in his or her performance levels? How can I explain this to him or her? ❑ Can I identify clear examples of the employee's performance strengths? ❑ Have I explained how the employee's strengths positively impact his or her performance? ❑ How can I explain the consequences for the team and organization of not meeting performance standards?
Conduct a Forward-Looking Discussion
❑ What tangible next steps can I provide to the employee to address the performance weakness? What ideas does he or she have? ❑ How can I motivate the employee to avoid future mistakes? What is the outcome if the employee changes his or her behavior? ❑ How can the employee use his or her strengths to improve performance weaknesses? ❑ Have I worked with the employee to identify next steps for resolving consequences of mistakes?

Source: CEB analysis.