Continue

What is a strengths-based feedback conversation? How can managers make their feedback positive and developmental? How can organizations foster a culture of strengths-based feedback? Below are audio and video plus a transcript of the conversation, including time stamps. If employees know and are applying their CliftonStrengths in their roles, they need their managers to give them feedback based on their strengths. How can managers grow in their ability to engage employees in positive, developmental strengths-based feedback conversations? What are the 5 types of conversations managers can employ as they give this feedback? And how can organizations foster a culture of strengths-based feedback that starts at the top? Join Gallup's Hannah Lomax and improve your skills for greater impact and effectiveness in this important area. Hannah Lomax, 9:22 Hannah Lomax, 6:15 Jim Collison 0:00 I am Jim Collison, and welcome to The CliftonStrengths Podcast. On this podcast, we'll be covering topics such as wellbeing, teamwork, professional development and more. Now enjoy this episode. This episode was previously recorded on LinkedIn live. Jim Collison 0:18 Hello, everyone, my name is Jim Collison. I'm here with Hannah Lomax. We're talking about how to have a better strengths-based feedback conversation. We want to welcome you, and, Hannah, I want to welcome you. Welcome! Hannah Lomax 0:28 Thanks, Jim. Great to see you! What's the Best Feedback You've Ever Received? Jim Collison 0:30 Great to have you as well. A few rules as we get started -- well, we don't have very many rules, but a few rules as we get started. One, if you're listening live, go ahead and pop your Top 5, if you want to, in the chat. We'd love to have that. And we're kinda, since we're talking about how to have better strengths-based feedback conversations, How do you like to receive feedback? That's what we're looking for in chat from you. How do you like the feedback? There's a question I ask when, when I'm working with new employees is, What's the best feedback you've ever received? That may also be a question. While, Hannah, while folks are putting that in chat, let me ask you that question. As you think back in your career, what's the best feedback you've gotten? Hannah Lomax 1:10 Yeah, great question, Jim. I think -- I've got Learner in my strengths, for anyone that doesn't know me. So I have this curiosity for kind of continuous improvement. So I've had a couple of examples where feedback has been brilliant for me -- both positive and negative. So I think when it's been positive, it's specific. So it's not just, "That presentation was great." You know, it's, "Actually, what I really liked about that presentation was that you interacted with the audience," for example, or pulled out, you know, the fact that maybe we took a pause after a strong question. So specific things. And I think negative, you know, it's, it's not actually negative, right; it's an opportunity to improve. So I think the question, "What, what might you do differently next time?" I personally love, because it helps me think about what I can do in a way that's going to drive me to excel even better, but still notice the things that perhaps I would do differently was I given the chance again. Jim Collison 2:06 If you think about your Top 5, and we'll go through those here in just a second with you. But if you think about your own Top 5, and you think about that feedback, have you ever been a, have you ever been in a moment when that, your strengths and that feedback line up? And you can point right towards a theme or maybe a group of themes and say, Yeah, I'm gonna, really gonna, I could really lean into this more. Has that happened for you? Hannah Lomax 2:28 Yeah, for sure. I think, again, with Learner at No. 3, that's a super strong one for me. So I just have, you know, the type of character where I love feedback. I think also, I have Futuristic at No. 2. So for me, I'm constantly thinking about what's next, you know, and we know that feedback should be future-oriented; I think we'll probably spend some time talking about that today. But I love to visualize successes that are to come, based on what I learned, you know, about previous situations. Meet Our Guest on This Episode Jim Collison 2:57 Feedback is coming in. Speaking of feedback, it's coming in to us through chat. If you want to continue to put your Top 5 out there, there's about 100 or so, and it's growing at this point; we'll give it a few more minutes. But if you want to throw your Top 5 in the chat, or we're asking the question, How do you like to receive back or what's the best feedback you've ever received? Hannah, before we get started, let's get to know you a little bit. Tell us a little bit about where you live and what you do. And give us your Top 5. Hannah Lomax 3:23 Yeah, absolutely. So I live in London. I'm in offices today in the Shard, and my Top 5 are Positivity, Futuristic, Learner, Responsibility and Focus. And I work in the Learning and Development team at Gallup, really partnering with business leaders, coaches to drive growth through their people, within their organizations. Your Top 5 and How You Do Your Job Jim Collison 3:47 If I was your manager, and I was asking, Hey, let's have a strengths-based conversation, and let's talk about it from the context of how you do your job best -- because I want to give you some good feedback. Maybe we'll spend some time talking through that as well. How would you say your Top 5 influences the way you do your role today? Can you put those two together? Hannah Lomax 4:07 Yeah. So I think firstly, I'm just going to call out what a brilliant question that would be from a manager. So the fact that feedback is two-way, right, like so "How would you like to receive feedback based on your strengths?" I think leading with that demonstrates some self-awareness from the manager side. It also creates that kind of psychological safety where, you know, you're entering a space where actually your manager is giving you the opportunity to share your preferences. I think with Positivity No. 1, you know, I do struggle a little bit when things aren't great. So if things have gone really badly, and that positive kind of essence isn't there, I almost feel like, you know, the world is crumbling beneath me, which it certainly is not. But I think knowing that makes me realize that actually, it's not that bad, right? It's, it's just a lack of Positivity at this moment in the day. And what I'm going to do, to your point, Jim, is kind of lean into the Learner-Futuristic side, where I can think about the positive of that poor feedback is actually How can I make this better next time? So I think there's a little bit around knowing what your strengths are and how you might therefore feel when you receive feedback as well. What Is a Strengths-Based Feedback Conversation? Jim Collison 5:17 We're getting, we're getting some great comments in the chat. Continue to put them in there. How have you gotten, or how do you like to receive feedback? What's the best feedback you've ever received? Those kinds of questions, continue to throw your Top 5 in there as well. Let's talk about this idea of a strengths-based feedback conversation. Hannah, at the essence of that, what does that, I mean, those are easy words to put together, maybe a little bit harder to execute. So, so what is that? When we say a "strengths-based feedback conversation," what do we mean by that? Hannah Lomax 5:46 Yeah. And actually, I think, when I was thinking about, you know, our session today, Jim, I actually took a step back. And the, the kind of Google definition for feedback is really about information that we gather to help us make improvements for the future. So I think it's really important to remember that feedback isn't to be critical or judgmental, or anything like that. It's actually helping people to excel and to inspire them, so that next time, they can do better. And we know from kind of Gallup's science, that the best feedback is frequent, it's future-oriented and it's focused. And I think when you think about putting that strengths-based lens onto it, to your point, you know, it's a great sentence, right? Strengths-based feedback. But what that really means is knowing how you give feedback as a person, so the self-awareness of your own strengths. Hannah Lomax 6:40 I think earlier, I mentioned, you know, Positivity No. 1. When I have to give feedback that's not so positive, it's like an allergic reaction for me. I've got to do it, but I know that it's something I struggle with, based on my strengths. So just kind of leaning into that a little bit more, and going through some coaching myself so that I don't avoid, you know, feedback that's not primarily positive. But also knowing what that person needs. So if you have somebody that's, perhaps, maybe highly Analytical, feedback might be very data-oriented. Versus somebody that perhaps has high Empathy, you know, you're going to want to tap into the emotions that are maybe connected with that experience. So knowing your own strengths and the strengths of the person that you're giving that feedback to, it's just this roadmap that makes it better for everybody involved. Making Feedback Positive and Developmental Jim Collison 7:30 Great, great. Aditi in, in chat, a great comment saying -- thinking about what it is, right -- Positivity, transparency, specific, periodic, future-oriented, I love those words. And I love this conversation, as we think about between a manager and those that they're managing, and thinking about what is that -- and you just mentioned this here a second ago -- what's, asking the question, What's the most helpful feedback for you? Because I think we think it needs to all be the same or, or as a manager, it's coming from my perspective, when the real intent of it, right, is to help fine-tune the talents of those who are the, the feedback's being given to. Hannah, do you think sometimes that takes, when we think about the professional development or the development of others, knowing that this feedback is going to help them, from your standpoint, your Positivity standpoint, and I have Positivity 6, so I feel you in that, right. I sometimes try to spin that feedback, always in a positive way. But knowing that it's to help them, do you think that makes it any easier, knowing this is coming from a, I'm trying to make you better? Does that help at all in the conversation, do you think? Hannah Lomax 8:39 Hugely. And I actually think that most managers don't know that there is an opportunity for feedback to be positive and developmental, because I think one of the things that managers fear almost as much as firing people is having that midyear performance review. And oftentimes, you know, they think that it's going to be weakness-focused or fixing things that didn't go well. You know, it's not, it's not always painted in this kind of positive light. But if we can shift that mindset for managers and help them realize that actually, these feedback conversations are an opportunity to help your people perform better and grow, that, that really kind of flips the mindset that they can have. Hannah Lomax 9:21 And I think what we know to be true about the current situation that we're kind of working in with this, with this current, the world of workplace is actually that most people are not getting enough feedback. And when they're getting feedback, it's not in the way that they would like. So only 2 in 10 people actually strongly agree that they receive feedback, or that their performance is managed in a way that really inspires them to do really much better work. So I think if we can help managers get the skills that they need to give coaching feedback in a way that's strengths-based, you know, future-oriented, focused, frequent, it would change and how that feels for everybody. And you can start to create this culture where it's a good thing, and it's normal. Employing the 5 Coaching Conversations in Feedback Jim Collison 10:06 Yeah, we've, we've put a little structure around these ideas of these different kinds of conversations. We talk about them as the 5 Coaching Conversations -- don't let that name throw you off; they're designed for managers, right. They're designed for leaders. They're designed in a way to help that, help them do better coaching from that standpoint. Christy has this great comment that I want to lead into those 5 Coaching Conversations. She says, For me, I appreciate feedback in "real time," meaning that it kills me to get feedback based on something that happened weeks or months ago that was never mentioned. That's a little embarrassing for me, too, when someone mentions it a couple of months later, and you're like, Why didn't you tell me right then? It's hard, though. Giving good feedback is hard, right. And, and it could have been, it could have been addressed, or at least had time to process as something with her -- Intellection's in her Top 5. We have these 5 Coaching Conversations, Hannah. Can you talk a little bit about -- and we're not going to go through them one by one; maybe talk about, we've got this idea of a Quick Connect right, getting together on a regular basis and providing. Can you talk a little bit about those 5 Conversations? Hannah Lomax 11:08 Yeah, of course. So first one is Role and Relationship. So what am I here to do? What's expected of me? If you haven't got that clarity when you join, it's going to be very difficult to thrive. So that one's really important. And then the next three are really where that kind of coaching begins. So the Quick Connect could just be, you know, me calling Jim and saying, "How's your day going? How are you feeling today?" Something as brief as that. And then you move into the Check-In. So this is a little bit more, I guess, structured, in the sense that it might be every week on a Thursday. And this is really an opportunity to think about kind of what's getting in your way, what barriers might I remove, what are your kind of priorities, for example? How are you actually doing, in terms of progress, given that you set those goals when you joined the organization? You know, actually holding your people to account: We set this goal; where are you going on that goal? Hannah Lomax 12:03 And then I think to your point, Christy, the next one's fantastic. So Developmental Coaching, or in-the-moment feedback. Now I'll use the analogy of a sports team, right? Someone scores a goal, you come off for halftime, Wow, that was amazing! You know, you kind of in the moment really reflect on what went well, and how you could do that again, to keep winning. And then the last one of the five is that big, often scary for some people, you know, Performance Review that's often around metrics or KPIs, documentation. But I think, to your point as well, what we don't want is for anything in that kind of official progress review to be a surprise. And it would feel actually super uncomfortable, I think, for the team member and for the manager to get to this review and to say, We didn't get what we wanted to; we didn't achieve our goals. And looking back on why that didn't happen. It should be the exact opposite. So that thing about frequency, again, I mean, we know that when employees receive feedback every week, or recognition, praise for good work, when they get that meaningful conversation once a week, they're almost 4 times more engaged and 3.6 times more likely to do outstanding work. Making the "Quick Connect" Strategic Jim Collison 13:16 Yeah, it's a, it's an important aspect. We have a lot of, a lot of information on this on our website. So if you go to gallup.com, search, we have a little, little search icon. Click on that. Choose "5 Coaching Conversations," and we'll have a lot of information for you around that. You know, that Performance Review really is a summation of all the other conversations that exist, right. And I think sometimes -- let's get back to a little bit of a basic level. I think sometimes when we think about that Quick Connect, and we think it's maybe a watercooler conversation -- and it can be, right, where we, it can be just How was your day? or How are things going? But I think it can be done strategically. Hannah, how, Hannah, how could we take just a Quick Connect and think of it in a strategic -- and not coming at it with a heavy agenda, but what kind of things we could do? I have an idea, but I want to ask you, How can we make that Quick Connect still strategic in that developmental process? Hannah Lomax 14:12 Yeah, great question. So that Quick Connect is also an opportunity for recognition. And I think, again, what we know to be true from our research is that recognition doesn't happen enough. And Jim, I know we've talked about this, but it's recognition for good work. We don't want to just say, "Thanks for showing up." You know, that's not actually going to help us to achieve our performance goals. We might all feel great and be happy and have Best friends at work. But it's got to be recognition for really good work. So I think if you've got the opportunity in that Quick Connect to just say, Hey, Jim, that podcast that you did last week was outstanding. What I really loved about it was x, you know. So thinking about using those Quick Connects to tap into those things, or even just, Is anything getting in your way right now? And if that's going to be an opportunity to spot, you know, a time to have a bigger conversation around a real barrier that might stop someone from hitting that goal, you've kind of caught it ahead of time, rather than in 9 months' time, we sit down, and we didn't get what we wanted. Jim Collison 15:10 Yeah, well, that, that idea of a surprise, right, of like, this shouldn't come, although there always has to be a first time you hear something, right? So there's gonna be a moment, like, I think sometimes where we say, you know, we don't want surprises. Well, in the moment, sometimes the feedback is a surprise. Like you thought, Hey, this went really well. Maybe you didn't have all the pieces, and there needs to be some courage to say, OK, some things, this part was done really well. But here's some things that also needed to be done. I think, when we look at our Q12® and those first three questions, right: I know what's expected of me; I have the materials and equipment to do what I, what I need to do; and then I have the materials and equipment, right, or I'm sorry, I get the opportunity to do what I do best every day. That's a manager conversation that I think sets up these strengths-based feedback conversations. Don't you think it would be hard to bring a conversation that's strengths-based if those first three needs aren't being met before those things happen? Right? I think that has to be done first. Jim Collison 16:13 When we have these conversations in a Quick Connect, one of the things I always think of, we have an exercise that our Certified Coaches have in their kits called I Bring and I Need, right. Two really easy questions. And I think this can be, and I think we can actually do this for each other; it doesn't necessarily need to be a manager that asks the question. Today, what are you bringing? And today, what are you needing? Like, I think that's a really great conversation to have that would bring out, and then maybe even say, and then how are you going to tune your strengths to that, to those today -- both what you're bringing and needing? I don't know, Hannah, as I say that, does that, does that resonate with you? Do you, do you see any, any benefit in that? Give me some feedback on it! Hannah Lomax 16:56 Yeah, absolutely. I love that. And I think as well, just touching on your point about kind of clarity of expectations, the example that always springs to mind is, you know, how easily it can go wrong. So if you say to someone, "Your job is to paint," right, and they go away, and they paint a wall blue in a day, they're expecting their manager to come back and say, "Wow, you know, you did the whole wall in a day!" Actually, we didn't talk about what color, and we didn't want you to paint it blue. So I think if you don't know what's expected of you, how can you get recognition or praise for good work? But yeah, I think the Bring and Need is just such a simple way as well for managers to sort of understand what's going on. And if somebody isn't quite on track with their goals or maybe isn't, isn't even themselves in the office that day, if you just have that conversation, sometimes I mean, Woo, for me is No. 6. And I'm like, I've just been doing like admin stuff all day. I need some people! I need some conversations! And that's why I'm a bit down. So it can help managers fast-track how they can get the best out of their employees. Growing a Strengths-Based Feedback Culture Jim Collison 17:57 Yeah. Some great comments still coming in through chat; we'd love to take your questions there as well. About 10 minutes left in this. And so if you've got some questions, drop them down. A couple really great comments. One says, Personally, I seek feedback for improve, to improve myself and to think, and I think managers play an important role in the process. If managers create the feedback culture -- I love that idea a culture of feedback, a culture where it's known, it's expected and it's safe. You mentioned psychological safety just in the beginning of this, and knowing -- because this is hard. If you're in a culture where you're going to get battered or where, where feedback has been taken generally negative, it's tough. Like, that makes it harder, right? They're expecting, they may be expecting something different. So I love that idea. Let's, let's hone in a little bit on this idea of culture. When we think about -- What else, how else can we set up the culture so that the culture is ready to accept that feedback? In other words, I know, hey, when I'm getting this feedback, I'm getting it because it's in my best interest. What do you think? What are some other ways cultures can be set up? Hannah Lomax 19:01 And I think it really does come back to role modeling as well. So I love, Jim, that, you know, when we talked about feedback earlier, that question, when people join, of "What's the best piece of feedback you've ever received?" Or "How do you like to receive feedback?" Or "How would you like to give me feedback?" You're really opening the door for people to share their thoughts and feel safe. But I think in terms of really building a culture of feedback, if you have a framework that everyone's on board with, so we mentioned the 5 Conversations, that's ongoing coaching conversations that are all feedback. And if that becomes the norm, like you say, it's not, it's not a surprise. And I think what's really nice about that is it ties into some of the other items in our Q12 engagement survey. Hannah Lomax 19:46 So one of them that's really important is that someone, My supervisor or someone at work cares about me. And if someone's asking you regularly for the opportunity to have a feedback conversation, you're probably going to feel like they care about you. You're seen; you're heard; they're wanting to develop you; they're wanting you to succeed. So it helps you to kind of tick that box. And again, Question 6, you know, There's someone at work that encourages my development, if managers can start to communicate with their teams that the purpose around feedback is to help you grow. We want to know where you've got an opportunity to go even further. What does development look like for you? What would you like to come next? Then again, it's going to help you to build this culture where everyone has the shared language of strengths, of feedback. They know that in their 5 Conversations, they've got their Check-In coming up. So it starts to feel like something that's expected rather than a surprise. Jim Collison 20:44 Yeah, and I think -- so let's, let's prime the pump a little bit for the, for the, for the chat out there. We'd love to hear, we're going to talk a little bit about, because I think, when we think about cultures, strengths-based feedback, and the culture being an important aspect of this, that doesn't happen by accident. We have to find ways to create that encouragement. You were mentioning just the culture of conversations being safe -- that's one of them. I like to think it all starts with onboarding. Like if we don't get it right on Day 1, if we don't express our values and give that feedback early, we don't set the pace for that in onboarding, we miss an opportunity to kind of influence the organization. I mean, there's been a little turnover over the last couple of years, right? A lot of organizations have seen half to three-quarters of their employees turn over. What a great time to use onboarding as an opportunity to build a strengths-based culture and embed positive feedback or embed these conversations in the organization, a way to move them forward. When we think about other ways to really embed strengths, embed this idea of these conversations and organization, Hannah, what else do you think? What are some -- and we'll take chat room ideas as well, if you've got some ways, but what else would be ways we could embed it in the culture? Hannah Lomax 21:59 Yep. So it definitely comes from the manager. I mean, we know that managers are critical in the performance and the experience of kind of the employee life cycle as well. So if your manager is asking you strengths-based conversations, whether that be in a Quick Connect, you know, Any of your strengths you're going to lean into today? Or Any of your strengths getting in the way at the moment? That's, again, starting that kind of language that everybody is on board with. But I think also if you know that that's part of the coaching conversation that's coming up when it, when it relates to progress reviews, it helps you keep that in the top of your mind going kind of throughout the year. So I think just having champions within the organization that are talking about strengths, it's, it's fresh, it's alive. Making it part of your team Weekly Connects if you have them, so maybe some fun icebreakers. You could even do like a Love, Frustrate Appreciate kind of exercise with your team each week, to just keep it kind of top of mind. But then I think if your managers are trained to actually have strengths-based conversations, and you've even got coaches in the organization where, if you've got specific challenges or goals that you want to accomplish, there's dedicated coaches for you to go and spend time with, that's really the model of excellence that we've seen in some of our best-practice clients. Jim Collison 23:18 Sharlyn asks a good question out in chat, and I think this fits right in with what we're talking about. She says, How do you start the culture of giving good feedback in an organization that's not used to it? Right. And I think what you just said is influencing -- the very first one, influencing managers, teaching and training them, onboarding, right, having great team activities. We've got some Team Activity Guides; you don't have to make that up. We've got some things that you can do. Hannah, what else, as we think about this, How do we take a culture -- and this is our business. This is what we do is people come to us and say, "Help!" And we help, we help them do that. What are some other ways you've seen, maybe in a culture that's, that isn't a great feedback culture turning to -- and it takes time; it's not going to happen overnight. But what do you think? Hannah Lomax 24:04 Well, I think firstly, the Learner/consultant in me is wondering why it's a culture where feedback is not welcomed. So perhaps unpacking that a little bit, just to explore if there's anything that that, you know, can be done to sort of fix that, that maybe negative framing that already exists around feedback, or looking at perhaps some of the consequences that came from feedback that weren't positive. And then spinning that mindset. So again, tapping back into the purpose of why we're giving feedback and making it a positive experience. So explaining to people that this is actually to help you. Hannah Lomax 24:40 But I think, to answer your question, one of the things that you can do is just, it's really hard as well, but be that person that starts, right. So somebody's got to do it. Ask your friends for feedback. Ask your manager for feedback. And it will have this ripple effect, where the more that you're doing it and the more feedback that you're getting, and the more that you can share positive experiences of it, the more that other people will kind of start to buy in. I think, again, that's the power of strengths. Because it's positive, if you ask for strengths-based feedback, the chances are you're going to come away with some experiences that don't terrify you to never ask for feedback again. Similarly, if you're, if you're training your managers really well, then you're at a lower risk of somebody having a bad experience with feedback that puts them off doing it again in the future. The Importance of Leadership Buy-In Jim Collison 25:28 Yeah, I think you alluded to this, but maybe we can spend a little time talking about it. And one of the steps of becoming a strengths-based culture, of course, is to have executive or leadership buy-in on this, right. That it, that it, it begins, or it's supported by leadership. How important do you think it is in that, in those leadership roles that you're modeling this feedback, right, that you're, with each other? I think sometimes, as leaders, we forget that we actually lead each other as well. Like, we spend time influencing and focusing on what -- it's not just, Hey, I'm leading people, I'm alone. I've got a leadership team, and oftentimes in an organization that's, that's, that's also there to support. How do you think, how important is that that all leaders are demonstrating that to each other as well? Talk a little bit about that. What do you think? Hannah Lomax 26:17 Yeah, I mean, imagine that you have a pocket of an organization where managers become strengths-based, or the teams know their strengths. And then they cross the CEO in the corridor, and they have a conversation: "What have you been up to today?" "Oh, we're talking about CliftonStrengths." And the leader says, "Hey, what's that?" That's gonna feel really bad, right? Like, we do not want that to happen. It might be an opportunity, of course -- I'm leaning into my Positivity here -- for, for these people who have done strengths to kind of educate that leader on what it is. But imagine if you flip that, and the leader straightaway says, "Oh, that's amazing! These are my Top 5; tell me more about yours." Think about how that feels. It also means that people aren't a little bit worried. Like, I don't know if you've seen any organizations where they say, Oh, you can have Friday off to take a day for wellbeing. And everyone's like, Can we really? Are my friends gonna be online? Does that actually mean that we should stay offline? It's that psychological safety again around, No, we really mean this. We're really doing it. So I think it's really important to catalyze strengths-based development. Jim Collison 27:19 Yeah. And I think to know what that feedback, like, again, going back to the beginning of knowing How do I, me being the example, how do I like that feedback? And what motivates me in that? Like, I like, I like it often. I like it frequent. I like it honest. Like, I don't want to get caught off guard. That's the worst thing for me, right. For others, there was someone in the chat earlier who kind of said, that early conversation, that early feedback is difficult for them. And it is. Like, and it, I think it's good for their manager to know that, right, from a strengths-based perspective. Then find ways, and maybe even role-play some of that feedback early, to kind of learn to understand, How do I -- so if I was their manager, I would say, "So how do I do this with you where it works?" Let's role play that, and figure out, OK, what works and what doesn't? I know that feels awkward, but it's oftentimes a great way to model it first, so you understand the expectation and then roll forward with it from, from there on out. It's, listen, this, this is not, if this was easy, everybody would just do it. Right? It's really hard to do and sometimes takes practice. Hannah, we just have a minute or two left. Let's kind of wrap it. Final thoughts, as you think about this topic of building and having better strengths-based feedback conversations -- put a bow on this for us. Hannah Lomax 28:40 Put a bow on this, OK. So I think knowing your own strengths can also help you -- if you're nervous about giving feedback, going through some coaching around your own strengths is going to help you think about how you can do it best, so you almost feel a little bit more secure in this is who I am. This is what's going to feel really easy for me. And this is where I'm going to find it a little bit more challenging. So that kind of self-awareness piece in that space of giving feedback. And then I think, in terms of kind of making it strengths-based, that doesn't mean that if something goes wrong, you know, you ignore the negatives, but it's all around that kind of developmental piece. So I think, if you can encourage your team members to just be more open and be more vulnerable with how they are feeling, it's almost like dating, right? You kind of get to learn someone a little bit more. And you realize that actually, when you took them to see a horror film, they really didn't like that. It's the same, right? So you've got to get comfortable with that early stage of learning and growing together as a team and kind of collaborating to accomplish the shared goal that's at the end of it for everybody. Jim Collison 29:45 Hannah, thanks for spending time with me today. I'll give you some feedback: This was an awesome 30 minutes that went super fast. But I appreciate you sharing your talents with us today, and it's always great to be with you. Thanks for coming on. Hannah Lomax 29:57 Thanks, Jim. Jim Collison 29:58 Great to have you. We'll remind everyone listening, if you're on LinkedIn, we did record this. It'll be available right after we're done, if you want to watch it again. Maybe you came late. You can watch it there, right on LinkedIn. Or we'll publish this out to The CliftonStrengths Podcast. Maybe you haven't subscribed to that yet, and you should. Just go to your favorite podcast player. And yes, Spotify® -- that's the No. 1 question I get: Is it on Spotify? It's on Spotify. Search "The CliftonStrengths Podcast," and we'd love to have you subscribe to that as well. All these resources available on gallup.com. And so head out there and search for those. And we, thanks for coming out today. Thanks for being a part of this. And thanks for all your comments in chat. Chat room, little bit of feedback: You guys did awesome! Super engaged. Great comments. Appreciate it. We'll do it all again another time. Thanks for following us. Goodbye, everybody. Jim Collison 30:44 Thank you so much for listening to today's episode of The CliftonStrengths Podcast. Make sure you like and subscribe wherever you listen, so you never miss an episode. And if you're really enjoying this podcast, please leave a review. This helps us promote strengths globally. Hannah Lomax's Top 5 CliftonStrengths are Positivity, Futuristic, Learner, Responsibility and Focus. Gallup®, Q12®, CliftonStrengths® and each of the 34 CliftonStrengths theme names are trademarks of Gallup. All other trademarks are the property of their respective owners. Copyright © 1993-1998, 2000 Gallup, Inc. All rights reserved. Called to Coach Webcast CliftonStrengths® Coaching April 17, 2023 Gallup Gallup World Headquarters, 901 F Street, Washington, D.C., 20001, U.S.A +1 202.715.3030 According to a 2023 survey by Zippia, 65% of employees want more feedback—but 28% say they rarely receive it. The gap between what employees need and what they get is clear, and it has direct consequences on performance, engagement, and retention. Knowing how to give feedback to employees is no longer optional—it’s a core leadership skill. But effective feedback isn’t just about saying what’s wrong or right. It’s about fostering a continuous conversation that helps employees grow, stay aligned, and feel valued. This guide offers a practical, step-by-step approach to giving feedback to employees—with real examples, proven frameworks, and tips for navigating even the tough conversations. If you’re looking to support a consistent feedback culture across your team, tools like HeartCount make it easier to stay connected and proactive. Employee feedback refers to the information shared between managers and employees about performance, behaviour, and development. It matters because it helps align expectations, supports growth, and boosts engagement across the team. Giving feedback to employees regularly builds trust, improves performance, and increases motivation. According to Gallup, employees who get consistent feedback are nearly five times more engaged, burn out is 57% less likely to happen to them, and they’re 48% less likely to be looking for another position. Beyond performance, well-timed feedback also supports workplace culture. Recognising achievements and encouraging progress—as shown in this guide on recognition in the workplace—can drive morale and retention. Providing feedback to employees—especially when focused on strengths—has a direct impact on how people learn and grow. Harvard Business Review highlights that feedback is most effective when it builds safety and confidence, not fear. Regular, meaningful conversations keep teams aligned, improve collaboration, and contribute to a culture of continuous learning. Tools like custom employee surveys make it easier to track sentiment and guide ongoing improvement. Effective employee feedback is timely, respectful, and designed to help people grow—not shut them down. Whether you’re giving feedback to employees after a project or during a one-on-one, following key principles ensures your message is constructive and well-received. Feedback loses impact when it’s delayed. Providing input close to the event makes it more relevant and actionable. Don’t wait for the quarterly review—real-time feedback helps teams adjust and improve continuously. Always address actions, not character. Saying “You interrupted the client during the call” is more helpful than “You’re rude.” Behaviour-based feedback is clearer and easier to act on, making it a core part of how to give good feedback. Vague comments like “You need to improve” aren’t useful. Effective feedback points to exact moments and suggests what to do next. This aligns with principles from the feedback loop, which encourages clarity and follow-through. People are more likely to listen—and respond—when they feel safe. Providing feedback to employees in a calm, private setting fosters open communication and reduces defensiveness. Feedback is most powerful when it’s a two-way conversation. Ask for the employee’s perspective, listen actively, and explore solutions together. This approach reinforces mutual respect and creates lasting change. There’s no one-size-fits-all when it comes to giving feedback to employees, but proven frameworks can help guide your approach. These models ensure feedback is structured, balanced, and easier for employees to absorb and act on. The 5 R’s of feedback framework promotes thoughtful and constructive conversations. It stands for: Respect – Approach the conversation with professionalism and care. React – Respond to specific actions or outcomes, not assumptions. Reinforce – Highlight what’s working well to encourage repeat behaviour. Redirect – Gently course-correct where needed, offering guidance. Review – Revisit progress and keep the loop open for improvement. This structure can be especially helpful when integrating regular feedback into processes like mid-year reviews. The 3 C’s of feedback help ensure your message is received constructively: Clear – Be direct and avoid vague or confusing language. Constructive – Offer input that supports learning and growth. Collaborative – Involve the employee in finding next steps or solutions. These frameworks make it easier to understand how to give feedback to employees in a way that’s practical, respectful, and consistent—qualities supported by tools like HeartCount’s employee experience management software, which helps structure and track feedback effectively. When it comes to giving feedback to employees, having a clear process can make conversations more focused and effective. Here’s a step-by-step approach that promotes growth, trust, and action. Before the conversation, define what you want to address and why it matters. Use specific examples and keep your focus on the goal—whether it’s recognising progress or encouraging improvement. Pick a moment that allows for calm, uninterrupted dialogue. For more sensitive feedback, private settings work best. Remote teams can benefit from scheduled video calls or even thoughtfully written messages when necessary. Begin by showing understanding. Use neutral language and observations—“I noticed during yesterday’s meeting…”—instead of judgments. This keeps the tone constructive and focused on facts. Point to concrete moments and explain the effect. For example, “When you missed the deadline, it delayed the launch by a day.” Clarity makes feedback easier to accept and act on. Ask for the employee’s thoughts. Open dialogue builds trust and surfaces useful context. A feedback loop turns feedback into an ongoing conversation rather than a one-time event. Work together to agree on what’s next—whether that’s a skill to build, a habit to shift, or a support plan. This step turns feedback into forward momentum. Check in later to acknowledge improvements or revisit challenges. A simple “I’ve noticed your effort on X” reinforces the message and shows that the feedback process is meaningful. Knowing how to give good feedback means balancing praise with helpful guidance. This section includes practical examples of both—so you can reinforce what’s working and address what needs improvement. Positive feedback boosts confidence, reinforces key behaviours, and strengthens engagement. Here’s how to provide meaningful recognition: Recognise specific wins that contribute to team or company goals. This helps employees feel seen and valued. “Your presentation was clear, engaging, and well-structured. It really helped the team align on next steps—great job!” Point out progress in skills, even if it’s still a work in progress. It encourages a growth mindset and builds momentum. “I’ve noticed how much more confident you’ve become in client calls. Your communication skills have really evolved over the past month.” Don’t overlook behind-the-scenes contributions. Acknowledging teamwork reinforces shared values and positive culture. “Thanks for stepping in to support your teammate last week. That kind of collaboration strengthens the whole team dynamic.” Constructive feedback should guide, not criticise. The aim is to help employees improve in a way that supports learning and mutual trust. Help your team understand the how behind improvement. Show willingness to support—not just evaluate. “When entering data, I’ve seen a few recurring errors. Let’s walk through the process together to make it easier next time.” As noted in this piece on employee attitude, the tone of feedback can directly influence motivation and openness. Keep the focus on outcomes and problem-solving rather than blame. Offer to help remove obstacles. “I noticed the report was submitted two days late, which pushed back the timeline. How can I support you in managing similar tasks going forward?” Use specific incidents to coach habits or soft skills. Keep it actionable and tied to broader impact. “In yesterday’s meeting, you interrupted a few times. Let’s work on active listening so your ideas come across more effectively.” Even with good intentions, providing feedback to employees can backfire if it’s delivered poorly. Avoiding common pitfalls helps ensure your feedback has the impact you intend—and supports a healthy, open culture. Dropping feedback without context or at a stressful moment can feel like criticism, not support. Make sure the timing is right—choose a calm setting where your message won’t be misinterpreted or dismissed. Saying “do better” or “you’re doing fine” doesn’t provide anything actionable. Be specific. Employees should walk away knowing exactly what they’re doing well or what they need to adjust. One way to improve clarity is to use structured methods like 360-degree feedback, which collects input from multiple perspectives and encourages balanced conversations. Feedback shouldn’t be a lecture. When you dominate the conversation, you miss the chance to hear the employee’s side or identify underlying causes. Two-way discussions lead to more effective outcomes and stronger engagement. Avoid making feedback personal. Instead of saying “You’re disorganised,” say “The documents were submitted late, which affected the review timeline.” Behaviour-focused feedback feels fairer and is more likely to lead to change. Tough conversations are part of giving feedback to employees, especially when addressing sensitive issues. How you handle these moments can either build trust or create resistance. The key is preparation, empathy, and clarity. Defensiveness is natural—especially if the feedback feels unexpected or personal. Stay calm, restate your intention, and shift the focus back to shared goals. Harvard Business Review recommends framing feedback in terms of development, not evaluation to lower defensiveness and foster openness. You can also try using phrases like: “I’m sharing this because I believe in your ability to improve”“Let’s figure out a solution together” This reminds the employee that the feedback is collaborative, not critical. Remote work adds complexity to feedback. Without body language or tone, written feedback can be misread. Use video when possible to maintain a human touch, or follow up written feedback with a short call. A 2023 report from McKinsey highlights that building trust in remote environments depends on consistency, empathy, and follow-through—especially during feedback moments. When using tools like HeartCount, asynchronous feedback becomes more structured and visible across time, helping leaders follow up and maintain context. Waiting for annual reviews is outdated. Regular check-ins build a culture of continuous improvement. Weekly or bi-weekly touchpoints—even short ones—create space for quick course corrections and recognition. According to Gallup’s research, frequent, strengths-based feedback has a significant positive effect on employee engagement and performance. Creating a strong feedback culture doesn’t just rely on individual effort—it also depends on the right tools. HeartCount makes providing feedback to employees easier, smarter, and more consistent across your organisation. With its employee experience management software, you can: Track how employees feel in real-time through simple weekly Pulse checks with open comment box Identify patterns and engagement shifts before they become issues Automatically gather feedback at key points in the employee lifecycle With FeedForward, a communication module, HR and managers can create a two-way feedback channel and respond in real time. You can also create custom employee surveys that align with your team’s needs, whether you’re addressing performance, development, or team culture. What sets HeartCount apart is its focus on continuous dialogue—not one-off evaluations. By enabling regular feedback loops, it supports better communication, improved decision-making, and stronger team alignment. Whether you’re coaching individuals or managing large teams, HeartCount helps you embed effective employee feedback into your day-to-day processes. A good example is specific, positive, and tied to outcomes:“Your research on that report was thorough and helped us meet the client’s expectations ahead of schedule—great work.” The 5 R’s are: Respect, React, Reinforce, Redirect, and Review. This framework helps structure effective employee feedback in a way that encourages both recognition and growth. The 3 C’s stand for Clear, Constructive, and Collaborative. They serve as a guide for how to provide effective feedback that’s useful and well-received. Start with an observation, link it to its impact, and suggest a next step. Use clear language, stay focused on behaviour, and keep the tone constructive. Aim for regular check-ins—weekly or bi-weekly if possible. Consistent feedback helps address issues early and reinforces good performance in real time. In-person (or video) feedback is generally more effective, especially for complex or sensitive topics. Written feedback works well for quick follow-ups or when working asynchronously. Positive feedback reinforces what’s going well. Constructive feedback helps improve areas that need work. Both are essential when thinking about ways to give feedback that build performance and trust. With these constructive and flexible improvement phrases, you are sure to implement successful performance management within your company. Remember that negative feedback should always be followed by ideas for improvement. In addition, essential employee strengths should be highlighted even if it might seem redundant: recognition is essential to engagement and kind words and positive feedback are always appreciated by your employees. On that topic, we also have recognition phrases examples to use in your company! All in all, effective feedback, active listening and constructive communication are key when conducting your performance appraisals. Across different types of job interviews, you may be asked about your strengths and weaknesses. Think of these kinds of questions as opportunities. When discussing your strengths, you get to highlight positive qualities aligned with the role or company culture, and when discussing your weaknesses, you get to demonstrate a growth mindset and present yourself as an asset. Let's discuss why interviewers ask these questions and review different strategies for answering them. Below, you'll also find examples of strengths and weaknesses to guide your responses. Why do employers ask about strengths and weaknesses?Employers use interviews to discover more about your experience, skill set, personality, and goals so they can determine whether you will be a good fit. They'll be gauging whether you can do the job itself and how well you'll complement the team and company culture. Strengths and weaknesses are common interview questions that help them gain critical context about who you are, how you use your abilities to create impact, and any areas you're actively working to improve. Interviewers typically use questions about strengths and weaknesses to evaluate: Your self-awareness How you use your positive traits in the workplaceWhether you can

manage projects more efficiently.5. Lack of experience with skill or softwareI haven't had as much experience with Python as I'd like. When I decided to make a shift into data analytics, I knew I'd need to use a statistical programming language to perform efficient analysis. I signed up for a Python for Everybody course, and I've found I really love it. I'm excited to start applying the techniques I'm learning to help make my workflow more efficient.Strengthen your skill set on Coursera to stand out in interviewsStrengthen and expand your skill set with Coursera. Learn in-demand skills from industry leaders like Google, Microsoft, and IBM with a Coursera Plus subscription. You can choose between monthly and annual pricing tiers, gaining access to over 10,000 courses, and you'll get a certificate for every program you finish, which you can add to further enhance your resume. Exchanging meaningful 360° feedback is a powerful way to support employee development and build a thriving company culture. But simply running 360° reviews isn't enough. To truly empower employees to grow, any feedback on their professional strengths and weaknesses — we'd rather call them areas for improvement — must be clear, actionable, and respectful. Whether you're giving peer, upward, or manager-to-employee feedback for 360° performance assessments, use the examples below to communicate strengths and areas for improvement with confidence and clarity. Quality feedback spurs growth Sharing feedback can be tricky. But with Leapsome Reviews, you can turn vague phrases into actionable feedback that helps people grow. Take a product tour360° feedback strengths & weaknesses examples for peersPeer-to-peer feedback, both positive and constructive, is critical to a successful 360° feedback process. After all, colleagues often have the clearest insight into each other's daily work. These phrases are designed to be honest, respectful, and easy to copy into your 360° feedback forms.Let's review some examples of how to phrase common strengths and weaknesses during the performance review process.360° feedback strengths examples for peersStrong communication skills — "You explain complex ideas clearly and adapt your communication style to your audience well."Positive attitude — "You bring great energy to the team (especially during challenging times). It's much easier to maintain a positive atmosphere when you're around."Problem-solving abilities — "Rather than lingering on the problem, you're quick to think creatively and identify possible solutions."Attention to detail — "You catch things that others might miss and take the time to ensure your work is accurate and polished."Collaborative mindset — "You're great at bringing people together and making everyone feel heard during meetings."Dependability — "You always follow through on your commitments, which makes it easy for your team to trust and rely on you."Accountability — "You take ownership of your work and aren't afraid to take responsibility when something doesn't go as planned."Supportiveness — "You go out of your way to help others, whether sharing knowledge or offering encouragement."Initiative — "You're proactive about tackling problems and often take the lead without being asked."Adaptability skills — "You handle change well and are quick to adjust priorities when circumstances change."360° feedback weaknesses examples for peersSlow to respond — "You're sometimes slow to respond to internal messages or requests, which is challenging when the team is operating on tight timelines."Poor organization — "You don't always follow established processes, which makes it difficult to collaborate effectively or locate shared resources."Inflexibility — "You occasionally default to how things have always been done, even when others have suggested improvements."Avoidance of ownership — "There have been instances where an issue arose, and you didn't speak up and take accountability, which reduces trust and slows down the process of finding a resolution."Missed deadlines — "There have been a few times where delays on your work have impacted deliverable timelines."Tendency to dominate discussions — "You sometimes speak over other people in meetings and don't give other team members the opportunity to share their perspectives."Resistance to feedback — "You occasionally seem defensive when feedback is offered, which can make collaborations and discussions more challenging."Poor communication — "In high-pressure situations, at times your tone seems dismissive, even if that's not your intent."Lack of cross-functional engagement — "You tend to stay focused on your immediate team and don't often loop in others who could benefit or contribute."Inconsistent follow-through — "You start strong on initiatives, but there have been several instances where things dropped off before being fully completed."360° feedback strengths & weaknesses examples for managersIf you've ever run a performance review, you've shared managerial feedback with direct reports. Manager feedback should highlight achievements, note progress, and discuss potential areas for improvement — all of which should come together to fuel employee growth. Let's review examples of how to phrase common strengths and weaknesses from a manager to their direct report.360° feedback strengths examples for managersStrong ownership — "You consistently take the initiative and follow through on your work without needing reminders or follow-ups. That reliability makes a big difference."Effective team collaboration — "You work well with diverse teams and are great at building rapport, which helps move projects forward smoothly."Consistent quality of work — "Your high standards and attention to detail show. Your deliverables are always top-notch, polished, and thoughtfully put together."Growth mindset — "You're open to feedback and actively look for ways to improve, which sets you up for continuous learning and growth."Trusted problem-solver — "You don't just raise issues; you bring solutions. That proactive approach makes you a valuable team member."Strong adaptability — "You handle change really well, even when timelines or priorities shift unexpectedly."Feedback integration — "When someone shares feedback with you, you listen actively, take it seriously, and integrate it as best you can. That level of self-awareness is rare and appreciated."Positive influence on team culture — "Your attitude sets a great tone for your team. You're approachable, respectful, and bring good energy."Client/customer focus — "You consistently keep the end-user in mind and advocate for their needs in your work."Clear progress in skills development — "I've seen you grow in [specific area, e.g., data analysis or presentation skills] over the past few months. Keep it up, and I'm looking forward to seeing how you progress."360° feedback weaknesses examples for managersPoor time management — "You've missed a few deadlines recently. Let's work together on proactive planning and prioritization so your workload is even and you don't get overwhelmed. Minimal meeting contributions — "I know you have valuable insights to share, but you seem to hold back in group settings and team discussions. I'd like to see you contribute more actively. Let me know if there is any reason, such lack of psychological safety, making you unwilling to share in such settings."Reluctance to ask for help — "There have been times when you've struggled silently. I'd encourage you to proactively seek support or speak up earlier if you need guidance."Unclear communication — "Sometimes your updates lack details and context. It would be great to see you communicate more clearly and thoroughly when sharing progress or asking for input."Resistance to different viewpoints — "You're confident in your ideas, which is great — but you sometimes seem quick to disregard other team members' perspectives. I'd like you to take a more open-minded approach to these discussions."Over-reliance on managerial direction — "You're capable of more independent decision-making but frequently want managerial consultation or approval. While asking for support is OK, I'd like to see you trusting your judgment more often."Inconsistent communication with stakeholders — "You haven't been updating stakeholders as often as we recommend in our internal guidelines. I'd like to see you take a more proactive approach."Difficulty managing emotions under pressure — "You're clearly invested in your work, but in stressful situations, your tone occasionally comes off as terse or frustrated. Let's explore some techniques to manage high-stress professional situations."360° feedback strengths & weaknesses examples for leadersUpward feedback, where employees provide feedback about leaders' performance, is vital for leadership development and cultivating a culture of continuous feedback. It can help make senior team members better at their jobs and lead the company more effectively.360° feedback strengths examples for leadersClear communicator — "You do a great job of explaining priorities and setting expectations, which helps the team stay productive and aligned."Supportive of learning & development — "You always make time to discuss possible training opportunities, and you show that you genuinely care about team member growth."Psychological safety — "You've cultivated a work environment where people feel comfortable speaking candidly, even during difficult conversations."Strong decision-making — "You make timely, thoughtful decisions even when the path forward isn't obvious."Example-driven leadership — "You model the behavior you expect from your team — whether it's accountability, work ethic, or openness to feedback."Positive attitude — "You have a calm, optimistic outlook that makes it easier for your team to see the bright side of all situations."Empowerment — "You give people autonomy to own their work, which helps them grow and feel trusted."Transparency & honesty — "You don't shy away from uncomfortable situations and are upfront about organizational changes and challenges."Inclusive leadership — "You intentionally bring different voices into the conversation and ensure everyone is heard and understood."Employee appreciation — "You're great at recognizing people's contributions publicly, which helps with motivation and morale."360° feedback weaknesses examples for leadersCould delegate more effectively — "Sometimes it seems like you're stretched thin because you're holding onto tasks other team members could handle."Infrequent feedback — "It would be helpful if you shared more regular feedback so team members know how they're doing and how to improve."Unclear prioritization — "At times, team members aren't sure which tasks are most urgent or important, which leads to delays and confusion."Could advocate more for the team — "When team members express concerns, I'd like you to give them more visibility at higher levels."Short-term focus — "You seem to concentrate on immediate needs, but ideally, you should balance that with long-term goals and initiatives."Negative behavioral example — "You seem to work very long hours and rarely disconnect from work. This might encourage your reports to do the same."Micromanagement — "You supervise team members' work closely, which reduces your bandwidth and impacts your team's ability to develop and take ownership."Unclear direction during times of change — "When priorities shift, or something unexpected happens, you often don't communicate a clear plan of action to team members, causing confusion."Avoidance of difficult conversations — "When conflicts arise, you sometimes avoid tricky discussions, even when addressing the issue directly would help the team find a solution."Free, downloadable 360° feedback templateClearly outline your people's competencies and areas for improvement with Leapsome's free-to-use 360° feedback templateA well-rounded performance appraisal empowers your people to improve — not only as individual contributors but as leaders and colleagues, too. Nuanced feedback is the fastest way to jumpstart that growth. However, collecting thorough 360° feedback can be challenging. We've got you covered with our free, customizable 360° feedback template. In it, you'll find an easy template for plugging and playing performance review phrases for peer-to-peer, manager, and upward feedback. Streamline the 360° feedback process Our free template makes it easy for employees to share their perspectives and HR managers to run seamless 360° evaluations. Download it now360° feedback made easy with LeapsomeLeapsome's 360° Reviews module expedites and automates the holistic performance review processOut-of-the-box templates and ready-to-use phrases can speed up the process of communicating 360° feedback, but there's an even more efficient way to run reciprocal appraisals. By relying on 360° feedback software like Leapsome Reviews, you can unlock AI-powered feedback suggestions that synthesize insights into one complete picture. Even better, Leapsome can streamline your performance review process, making it easy to map 360° feedback survey responses to individual career paths. The result? Highly tailored and actionable feedback that your employees can use to grow in their roles, all curated within a fraction of the usual time. We think you'll give Leapsome great feedback "Easy to work with" & "my favorite HRIS to date" are just some of the ways our customers describe us. Book a demoFAQs about 360° feedback strengths & weaknesses examplesWhy use 360° feedback to evaluate strengths & weaknesses?360° feedback gives a more comprehensive picture of someone's performance by gathering input from multiple perspectives, including peers, direct reports, managers, and sometimes clients. This broader view helps identify strengths that may not show up in a traditional review and can highlight blind spots that one person alone could easily miss. It encourages self-awareness, promotes professional growth, and supports a more collaborative workplace culture.What's the difference between 360° feedback & performance reviews?A traditional performance review typically involves feedback from just one source (usually a manager). In contrast, 360° feedback includes input from multiple people across different roles. While performance reviews often focus on goals, metrics, and compensation, 360° feedback is usually developmental and centered on soft skills like communication, teamwork, and leadership. Of course, 360° feedback is often included in the performance review process. But if that's part of your approach, be transparent with team members and clearly explain how 360° feedback will be integrated into formal evaluations. Indeed, performance review anxiety is a leading cause of stress during 360° feedback sessions.How should I give 360° feedback to my boss?Chances are that your boss's strengths and weaknesses come to your mind pretty quickly. So, take those innate understandings and focus on communicating them respectfully, specifically, and constructively. When sharing upward feedback, use a balanced tone by highlighting what your manager does well while offering suggestions for improvement. Avoid vague or overly emotional language, and frame your feedback to support their leadership development rather than criticizing their authority.What are the pros & cons of 360° feedback?The pros of 360° feedback are numerous and include:A well-rounded view of performance, including hidden strengths and blind spotsEmpowerment for personal development & accountabilityThe creation of a culture of continuous feedback & open communicationHowever, there are some cons, like:The potential for biased feedback based on personal feelingsInconsistent feedback qualityUltimately, the advantages of 360° feedback almost always outweigh the disadvantages. But it's essential to understand the cons so you can address them proactively.How should I handle conflicting 360° feedback?Sometimes, you'll receive feedback from two or more people that's completely at odds. In this situation, you'll want to look for repeated sentiment. For example, if three people say someone needs to speak up more in meetings, but another says this individual dominates conversations, it's safer to trust the former piece of feedback.When in doubt, it's best to prioritize communicating feedback that appears in patterns. Are multiple people expressing similar sentiments about someone's work ethic? Then, it's a safe bet that feedback should be communicated. Part of the role of a manager is to give feedback to their team. Employees are anxious to know how they're doing in their role and want to hear this directly from their manager. While Gallup surveys have found that negative feedback is better than no feedback, the best managers know how to give strengths-based feedback to bring out the best in their team. Strengths-based cultures are built on the foundation of positive psychology whose primary primary interest is in "identifying and building mental assets" instead of focusing on weaknesses and problems. Donald Clifton used this perspective when he began the strengths movement 60 years ago by simply asking,"What would happen if we studied what was right with people versus what's wrong with people?" In response, he invented the CliftonStrengths assessment (previously known as StrengthsFinder), which has been completed by over 26,000,000 people to-date. Over 90% of Fortune 500 companies have used CliftonStrengths to help build a strengths-based culture, which includes making managers better by giving strengths-based feedback to employees. Learning how to give strengths-based feedback requires a few key elements to do it well. Strengths-based feedback starts with knowing the individual strengths of the team. CliftonStrengths is one of the best assessments for identifying strengths, but others like VIA Survey of Character Strengths is free and can be a good springboard for strength-based feedback. Once individual strengths are identified, managers can see work styles, decisions, and accomplishments through the lens of strengths and use strengths-based feedback to reinforce them. Knowing how individual strengths show up in the context of a team is also important to give strengths-based feedback to a group and assure the right people are in the right roles. Gallup's data show that just by knowing their strengths employees are 7.8% more productive, and teams that focus on strengths every day have 12.5% greater productivity. Too often, feedback and performance reviews are geared toward areas of deficit rather than highlighting areas of excellence. In a Gallup survey, just over one-third of respondents (37%) believed their supervisor focused on their strengths. The impact of this is significant because active disengagement rates of those who responded affirmatively to this question dropped to 1%. As a result of these findings, Gallup hypothesized that "if every company in America trained its managers to focus on employees' strengths, the U.S. could easily double the number of engaged employees in the workplace." Strengths-based feedback is part of creating a culture your employees love and could be a viable remedy to the mass exodus from the current day workplace. Without knowing the innate talents of each member, feedback can feel generic instead of personal. Learning how to give strengths-based feedback includes having "I see in you…" conversations. Managers have the opportunity to highlight how they've seen strengths show up in each individual and affirms value and worth in people. When employees are acknowledged and appreciated, engagement and performance increases. Employees can set goals based on their strengths and are more likely to reach them when they're supported with strengths-based feedback. They also carry this strengths-based work experience into their personal lives and report having ample energy, feeling well-rested, being happy, smiling or laughing a lot, learning something interesting, and being treated with respect. Learning how to give strengths-based feedback is foundational to a great workplace and great managers and leads to positive outcomes for employer and employee alike. Performance reviews are an opportunity to unlock the full potential of your organization and employees. A performance review summary is a powerful tool that can help you identify your team's strengths and weaknesses, and pave the way for growth and development. In this chapter, we will explore some examples of performance review summaries highlighting employee strengths. From exceptional communication skills to outstanding leadership qualities, we will showcase how to effectively communicate an employee's strengths. Excellent communication skills: "Mary consistently demonstrates strong communication abilities, effectively collaborating with team members and conveying complex information with clarity." Strong problem-solving capabilities: "Tim excels at identifying and resolving issues before they escalate, showcasing his aptitude for efficient problem-solving." Exceptional organizational skills: "Jenny's organizational abilities ensure that all tasks are completed accurately and on time, greatly contributing to the team's overall productivity." Solid critical thinking and decision-making: "Mark has shown his talent for evaluating situations and making well-informed decisions, which has positively impacted project outcomes." Positive attitude and strong work ethic: "Samantha consistently displays a can-do attitude and is always ready to tackle new challenges, inspiring her colleagues in the process." Effective time management: "John effectively manages his workload by prioritizing tasks and meeting deadlines, ensuring smooth project execution." Keen attention to detail: "Rebecca's attention to detail has resulted in a high quality of work, catching errors before they negatively impact the business." Adaptability and flexibility: "John regularly adapts to new situations and willingly takes on additional responsibilities when needed, making him a valuable asset to the team." Consistent reliability: "Lilly is a reliable team member, always completing assignments on time and providing support to colleagues when necessary." Proactive and self-driven: "Mike consistently seeks opportunities for improvement and takes the initiative to address these areas, highlighting his proactive mindset." Active listener: "Nina is an active listener, creating a comfortable environment for her co-workers to openly share ideas and concerns, fostering excellent collaboration." Great customer service skills: "Simon has received numerous positive customer reviews, demonstrating his ability to provide exceptional customer service in all situations." High level of expertise in their field: "Daniela is well-versed in her area of expertise, and her in-depth knowledge has consistently contributed to project success." Continued professional development: "Oscar consistently pursues professional development opportunities, staying up-to-date with industry trends and further enhancing his skill set." Team player: "Ella is a true team player, consistently collaborating with her colleagues and offering assistance when needed to drive team success." Positive Collaboration: "Sarah consistently demonstrates a willingness to assist her teammates with their tasks and brings creative ideas to the table." Effective Communication: "John actively listens to his colleagues while always expressing himself clearly and professionally." Time Management: "Emily consistently meets deadlines and is proactive in completing her tasks ahead of schedule." Adaptability: "Michael is quick to adapt to changes in procedures and implement new strategies efficiently." Leadership Qualities: "Daniel leads his team effectively, offering guidance, mentorship, and support to ensure success." Commitment to Learning: "Sophia is always eager to learn new skills and invests time in her professional development." Conflict Resolution: "Oliver effectively handles conflicts within his team by actively listening to all parties and working towards a fair resolution." Customer Focus: "Maria consistently receives positive feedback from clients due to her exceptional customer service skills." Innovative Thinking: "Lucas is a creative problem solver, constantly exploring new and innovative ways to address challenges." Attention to Detail: "Grace demonstrates a high level of accuracy and precision in her work." Collaboration Opportunity: "While James contributes to group projects, encouraging him to proactively reach out and collaborate with others will foster increased teamwork." Enhanced Communication: "Mary can improve her communication skills by consistently following up on emails and discussing ideas with her team." Time Management Growth: "Robert occasionally misses deadlines, but setting up reminders and prioritizing his tasks could improve his time management skills." Adapting to Change: "Encouraging Anna to remain open-minded and receptive to changes in the work environment can boost her adaptability." Leadership Development: "Greg could benefit from attending a leadership workshop to hone his team management skills and enhance his delegation techniques." Commitment to Learning: "Millie can further her professional growth by attending conferences, webinars, and engaging in peer collaboration." Conflict Resolution Skills: "Kelly can work on her conflict resolution abilities by learning to address challenges proactively and communicate empathetically." Customer Focus Improvements: "Ryan could attend customer service training to sharpen his skills and increase client satisfaction." Innovative Thinking Boost: "Encouraging Lisa to brainstorm and explore unique solutions will support her development as an innovative thinker." Attention to Detail Growth: "By employing checklists and reviewing work carefully, Sam can strengthen his attention to detail." Leadership Skills: "Encouraging John to take on more leadership roles and delegate tasks to his team members can help him develop his leadership skills." Problem-Solving Abilities: "Samantha can improve her problem-solving abilities by taking a step back and analyzing situations before jumping to conclusions." Technical Skills: "Attending training sessions and keeping up with the latest industry trends can help Alex improve his technical skills." Creativity and Innovation: "Encouraging Sarah to think outside the box and explore new ideas can help her develop her creativity and innovation skills." Goal Setting and Planning: "By setting specific goals and creating a detailed plan to achieve them, Michael can improve his goal-setting and planning skills." Presentation Skills: "Attending public speaking classes and practicing presentations can help Julia improve her presentation skills and feel more confident when presenting to clients." Time Management: "By prioritizing tasks and creating a schedule, David can improve his time management skills and meet deadlines more effectively." Interpersonal Skills: "Mark can enhance his interpersonal skills by actively listening to his colleagues and fostering stronger relationships with them." Professionalism: "By maintaining a positive attitude and displaying a professional demeanor, Laura can improve her professionalism and build a stronger reputation in the workplace." Adaptability: "Tom can improve his adaptability and preparedness for unexpected situations by cultivating a flexible and open mindset, enabling him to adjust to changing circumstances and navigate challenges more effectively." Attention to Safety: "By following safety protocols and being vigilant in identifying potential hazards, Rachel can improve her attention to safety and help create a safer work environment." Negotiation Skills: "Attending negotiation workshops and practicing negotiation scenarios can help Mike improve his negotiation skills and achieve better outcomes in business deals." Writing Skills: "Sarah can refine her writing abilities by practicing regularly and seeking feedback from colleagues, leading to more effective written communication." Attention to Customer Needs: "By actively listening to customer feedback and addressing their concerns, Emily can improve her attention to customer needs and increase customer satisfaction." Conflict Management: "By learning conflict resolution techniques and practicing active listening, Jessica can improve her conflict management skills and reduce workplace tension." Handling negative performance reviews can be a difficult task for managers. When writing a performance review summary for an employee who has areas that require improvement, it is important to maintain a constructive and supportive tone. 30 Performance Review Phrase Examples for Emotional Intelligence For example, if an employee is struggling with time management, the summary could say something like: "Although she consistently delivers high-quality work, meeting deadlines has been a challenge. Implementing time management strategies could increase efficiency and ensure timely completion of assignments." Another common concern may be an employee's difficulty with communication. In this case, a summary example might be: "While he is a talented problem solver, conveying his thought process to team members has been a hurdle. Practicing open and clear communication can enhance collaboration and make teamwork more enjoyable." Sometimes, employees might face challenges with adaptability or handling change. An appropriate summary in this scenario could be: "As the company continues to evolve, adapting to new roles and processes quickly is vital. Embracing change and seeking guidance from team members can help her grow within the organization." In situations where an employee demonstrates a lack of initiative, the summary might read: "He often waits for instructions to start a task or project, which can delay overall progress. Taking the initiative to proactively identify areas for improvement and seeking opportunities to contribute will demonstrate a strong work ethic." Interpersonal skills and teamwork might be an area of concern for some employees. A summary in this context could say: "Although she is committed to her individual work, collaborating with others and contributing to group efforts have proven challenging. Fostering strong interpersonal relationships and actively engaging in teamwork can lead to a more fulfilling work environment." When writing a performance review summary for an employee who has demonstrated exceptional skills and achievements, highlight their accomplishments in a clear manner. This way, you can help the employee understand their strengths and build confidence in their abilities: "Steve excels in managing his team and keeping everyone motivated, resulting in a high-performing and cohesive group. His strategic planning has driven impressive results in the department." "Jane consistently exceeds sales targets and establishes strong connections with clients, contributing to the company's overall growth. Her communication abilities make her a valuable team member." "Mike demonstrates excellent problem-solving skills when addressing customer issues, and his friendly demeanor leaves a positive impression. Clients frequently praise his ability to resolve their concerns efficiently." "Laura excels at identifying technical challenges and providing innovative solutions. She has a vast understanding of the system, and her coding skills have played a significant role in completing projects on time.' "Sally consistently sets and achieves her targets. Her dedication to meeting goals allows her to excel in her performance." "John is always willing to collaborate and supports his teammates. He frequently steps up to assist coworkers with their tasks." "Mary demonstrates exceptional communication skills, both written and verbal. She keeps her team informed and helps resolve any misunderstandings." "Tom effectively prioritizes tasks and delegates when needed. He is never late with deadlines and respects others' schedules." "Jane frequently offers innovative solutions to workplace challenges. She's not afraid to think outside the box and encourages her colleagues to do the same." "Lisa consistently meets her obligations and commitments. Her dependability is an asset to the team, as they know they can count on her support." "Jim always seeks opportunities to expand his skills and knowledge. He attends workshops and training sessions regularly, enhancing his value to the organization." "Susan has proven her ability to adapt to changes quickly and efficiently. She maintains a positive attitude even during challenging circumstances." "Alex demonstrates compassionate leadership, taking the time to understand the needs and concerns of his direct reports. He fosters an inclusive and supportive work environment." "Kim excels in using software and tools to improve her work. Her technical proficiency has led to increased productivity for the entire team." Setting personal development goals can significantly impact an employee's performance at work and help them grow professionally. Here are some performance review summary examples that showcase various development goals: Teamwork Skills: 100 Performance Review Example Phrases 1. Improve Time Management Skills (Employee Name) can work on enhancing their use of work hours by setting priorities, creating a daily task list, and breaking down larger projects into smaller tasks. This will result in increased efficiency and better time management. 2. Develop Stronger Communication Skills (Employee Name) should focus on improving their verbal and written communication abilities. Joining a public speaking group and participating in writing workshops can help them become more clear and concise in their interactions with colleagues and clients. 3. Enhance Problem-Solving Abilities (Employee Name) can benefit from perfecting their problem-solving strategies by learning new techniques and finding creative solutions to complex issues arising in their role. 4. Strengthen Leadership Skills (Employee Name) can improve their leadership qualities by taking on new responsibilities, seeking feedback, and attending management training programs. 5. Expand Technical Knowledge (Employee Name) should invest time in learning new software applications, programming languages, and tools relevant to their field. This increased understanding will help them excel in their current role and prepare them for future projects. 6. Cultivate Emotional Intelligence (Employee Name) can work on developing empathy, active listening skills, and emotional self-awareness by attending workshops, participating in role-playing exercises, or seeking additional resources on the topic. 7. Foster Collaboration and Teamwork (Employee Name) can enhance their teamwork skills by actively participating in group projects, sharing knowledge with colleagues, and helping teammates when needed. Related: How to Write a Performance Improvement Plan (PIP) Frequently Asked Questions How can you effectively summarize self-performance goals? To effectively summarize self-performance goals, focus on these key points: Identify the specific goals you have been working on. Present the progress made towards achieving those goals. Discuss any challenges faced along the way. Share any learned skills or techniques that have been helpful in reaching your goals. Demonstrate a future-oriented mindset and plan for continued growth. Related: 60 Self-Performance Review Goals Examples What should be mentioned when writing a performance review? When writing a performance review, make sure to discuss the following: Achievement of objectives: Highlight how effectively the employee has met their goals over the review period. Quality of work: Describe the employee's work quality, consistency, and precision. Communication and teamwork: Assess the employee's ability to work collaboratively with others and maintain open lines of communication. Problem-solving and critical-thinking skills: Evaluate the employee's ability to analyze situations and find optimal solutions. Leadership and initiative: If applicable, acknowledge the employee's contributions as a leader and their willingness to take on new responsibilities. While focusing on these key areas, use examples from specific projects or tasks to support your points. Try to maintain a balanced perspective by acknowledging both strengths and areas for improvement. Josh McFadden What's your first thought when you hear someone throw the word "feedback" around? If you're like many people, you may have a less-than-positive reaction. Though you probably realize it's important for others to evaluate your work, you may have anxiety over hearing about all the things you did incorrectly. After all, who likes getting chewed out? A quick visit to merriam-webster.com reveals that the online dictionary defines feedback as "the transmission of evaluative or corrective information about an action, event, or process to the original or controlling source." Say what? Feedback is generally regarded as a corrective action. Does this make it sound as though when you receive feedback, someone is going to put you in your place so you can get with the program and get up to speed? Of course, you probably realize that in both professional and personal settings, feedback doesn't have to be—and ultimately shouldn't be—a negative concept. It's possible and preferable to give positive feedback to someone, though this doesn't always happen. Writing for the online version of Forbes Magazine, Cord Himelstein suggested, "Positive feedback loops are a fundamental concept in psychology, and the science behind them is simple: Give people feedback about their actions in a timely manner without fear of reprisal, and it gives them a healthy opportunity to work toward better behaviors. Strong feedback loops strengthen relationships on the whole, making them more resilient to change or adversity. [They are] much more effective at encouraging behavior change than giving orders or reprimands."1 Does this make more sense than sitting down with a manager who gives you a long list of all the mistakes you've made or who even chides you for all the areas in which you've come up short? After more than two years of studying feedback and evaluation, the International Academies of Emergency Dispatch® made some recent changes to the way Q's evaluate emergency dispatchers in the QA/QI process. These new methods are part of the Performance Standards 10th Edition. A new era of case review and quality management In May 2018, the IAED™ rolled out the Performance Standards 10th Edition as the latest set of performance requirements for medical, police, and fire emergency calltaking. Fully integrated into AQUA® Ascent, these standards are used when communication center Q's review recorded emergency calls for quality. Perhaps the biggest change to this update and the most significant aspect of the Performance Standards 10th Edition is that case review and quality management are no longer just about deviations from established standards, but allow the reviewer to discuss overall performance with the emergency dispatcher. This approach does away with anxiety-filled evaluations and introduces a strengths-based way to review calls and provide feedback. What results is a much more positive meeting where the emergency dispatcher can move forward knowing what he or she is doing well in addition to ways in which improvement can come. Standards in this update are also more succinct and clear. This helps ED-Qs not only review calls more quickly but also more accurately. In fact, this innovative approach cuts down on the total number of cases your center has to review. Brian Dale, Associate Director of Medical Control and Quality Processes for the IAED, said, "Standards 10 makes it possible for management, ED-Qs, and emergency dispatchers to focus on improving the system, both of the calltakers and the software they're using." Early feedback about the Performance Standards 10th Edition following NAVIGATOR 2018 in Las Vegas, Nevada, (USA), was overwhelmingly positive, and QA/QI professionals in agencies everywhere continue to heap praise on the new feedback direction. Out with the old If you've ever dreaded meeting with an ED-Q™ to discuss QA/QI, you're not alone. In the past, it has been common for emergency dispatchers to look at these review sessions with trepidation and nervousness. These case review meetings may have even been painful, leaving you with feelings of failure. For Q's, the review process has been challenging as well. The old system required them to point out INSIGNIFICANT errors and call out even the most minor mistakes in calltaking. This made interactions with emergency dispatchers awkward and could even sour relationships with increased tension and negativity. ED-Qs have faced a full plate of thankless assignments and often worked themselves into exhaustion with the frustrating tasks of delivering negative feedback. Things have changed for the better. The Performance Standards 10th Edition helps foster more positive dialogue between Q's and emergency dispatchers. Now, these professionals can have a meaningful, productive discussion about the person's performance without focusing on deviations. The simplified, streamlined standards are clearer and better outline expectations. Is negative feedback ever OK? An emergency communication center is a unique place, different from most other workplaces. Each day, you speak with emotionally charged callers on the worst days of their lives. During the course of a typical day, you could experience the lows of knowing a patient didn't survive despite a caller's CPR attempts, and you could go through the highs of helping bring a new baby into the world through over-the-phone delivery instructions. Your feelings could move from fear, shock, grief, or pain to elation, relief, or gratitude in a matter of minutes. You often reach the brink of human capacity when it comes to managing your emotions. It's one thing to stay on the line with a frantic caller who's involved in a life-or-death struggle or to take the relentless barrage of verbal abuse that often comes from frightened, angry people. But receiving negative feedback from a supervisor or Q might be the last thing you want to hear in the middle of another challenging day under the headset. However, in the workplace, there are times when a manager may need to sit down with an employee and discuss the need for improvement. In fact, some people respond well to such direction and use it as a catalyst for positive change. Houston Chronicle writer Jared Lewis points out, "Other employees not only change their behavior in response to negative feedback, but also feed off the feedback as a source of motivation. Those who are either angered or at least driven to do a better job can use the negative feedback as a means of improvement in terms of performance. Some people approach negative feedback with the attitude that they will show the employer that the feedback he provided was wrong. With these employees, the 'I'll show you' attitude usually prevails."2 Lewis further argues that other workers reflect deeply on negative feedback and allow it to shape their attitudes and govern the way they approach their work going forward. "Some employees respond to negative feedback in a less emotional and more cerebral manner," he said. "These employees assess the feedback as an opportunity for self-reflection and a learning opportunity. These eternal optimists see the feedback as an indication that they need to pay closer attention to their own performance and behavior so that they can do a better job in the future. In this sense, negative feedback inspires change."3 The harmful consequences of negative feedback The effects of negatively focused feedback can be detrimental in the comm. center to Q's, managers, emergency dispatchers, and to the workplace as a whole. In a counter-argument to Lewis' viewpoint, fellow Houston Chronicle business writer Lisa Mooney asserts, "Giving negative feedback to an employee is one way of addressing an issue, but it is often one laden with repercussions that are harmful to your business."4 While it's true that presenting an employee with a list of things to do better or with a rundown of all the things he or she does incorrectly can inspire some people, Mooney said this approach won't produce the long-term impact management ultimately wants. "This strategy does not encourage the worker to replace the unwanted behavior with a new positive behavior," she said. "While an employer must do what is needed to stop adverse behavior, he should be prepared to provide positive feedback where possible. Giving positive feedback increases the employee's desire to exhibit more positive behavior—resulting in more productivity and a happier workplace."5 Mooney offers four potential results in an office where negative feedback flows freely: low self-esteem, fear, poor job satisfaction, and resentment. Focusing on what the employee is doing wrong could damage a person's confidence. For example, an emergency dispatcher who only hears how many times he or she messed up may think he or she is not capable of fulfilling his or her duties and isn't fit for the job. Just because someone made a mistake in handling a call doesn't mean he or she should be out of a job. But some workers would have these fears if most of the feedback they received was negative. When negative feedback runs rampant through the comm. center, employees may be afraid to talk to managers or Q's or approach them with concerns. It's no secret that high turnover is a constant challenge in comm. centers across the world. Emergency dispatchers leave agencies or even the profession for various reasons, but job satisfaction is certainly a factor. When managers omit positive comments and fail to point out successes in a person's work, the employee's motivation to remain with the company may quickly sour, and he or she will likely shop around for other opportunities. Diane Alexander, a researcher at the University of Rhode Island, proposed that an employee might lose the desire to contribute to the workplace due to the personal reaction to a negative performance review. She said it's important for managers to address this worker's need to be reaffirmed by giving him or her examples in which he or she has excelled at work and assuring the worker that management will acknowledge and appreciate future efforts.6 As a Q or manager, if you give an abundance of negative feedback without discussing strengths and accomplishments, you could inadvertently develop a cold relationship with that employee. A better way Thankfully, with the Performance Standards 10th Edition, Q's and emergency dispatchers alike can avoid many of the challenges other organizations face with evaluations and reviews. While there is certainly no infallible system, the Performance Standards 10th Edition helps remove the barriers to positive communication by recognizing performance more than highlighting mistakes. The Council of Standards approved this new direction after the IAED received input from members across the globe. In summary, here are the key details of the Performance Standards 10th Edition: Simplified and streamlined performance requirementsThe focus is on emergency dispatcher performance, not deviations and errorsResearch basedQ's are to review fewer casesBuilt into AQUA 7 Ascent for a faster and easier case review processED-Qs and management can focus on improving system performanceED-Qs now look for excellent calls and can give them exemplary statusDoes away with INSIGNIFICANT errors Sources 1 Himelstein C. "The Importance Of the Employee Feedback Loop." Forbes. Forbes Media LLC. 2018; Aug. 1. (accessed Jan. 8, 2019). 2 Lewis J. "How Negative Feedback Affects Employees." Chron. Hearst Newspapers, LLC. 2019. (accessed Jan. 9, 2019). 3 See note 3. 4 Mooney L. "The Influence of Negative Feedback on Employees." Chron. Hearst Newspapers, LLC. 2019. (accessed Jan. 9, 2019). 5 See note 4. 6 Alexander DM. "How Do 360 Degree Performance Reviews Affect Employee Attitudes, Effectiveness and Performance?" Schmidt Labor Research Center Seminar Research Series. 2006. (accessed Jan. 9, 2019). Whether managers are shying away from uncomfortable topics or are willing but ineffective feedback providers, few employees are hearing what they need. And managers are overlooking a very effective technique they could use to build a better culture. Furthermore, Gallup also discovered that employees who strongly agree they receive authentic recognition are four times as likely to strongly agree they are paid fairly for their work, compared with employees who do not strongly agree.So, how do we give meaningful, authentic feedback?1. Identify and Acknowledge Strengths:Begin by identifying the unique strengths and talents of each employee. Acknowledge and appreciate these strengths, making employees aware of their positive contributions to the team and the organisation.By recognising and appreciating individual strengths, employees feel valued and motivated to leverage their talents. This validation encourages a sense of purpose and boosts their confidence, making them more engaged and enthusiastic about their work.2. Connect Strengths to Goals and Objectives:Align employees' strengths with their job responsibilities and the organisation's goals. Clearly communicate how their strengths can help achieve specific objectives.When employees see a direct connection between their strengths and the success of their team and the company, they are more likely to feel a sense of purpose and be intrinsically motivated to perform at their best.3. Regular Check-Ins and Feedback Sessions:Have regular, ideally weekly*, one-on-one check-ins with employees to discuss their strengths, progress, and areas where they can further apply their strengths.Consistent feedback sessions create a continuous feedback loop that allows employees to grow and develop their strengths and performance over time. It also demonstrates that the organisation is committed to helping them succeed.*Gallup research suggests that weekly meetings with each team member are the ideal cadence. These don't need to be formal, but they do need to be regular and consistent.4. Encourage Peer Recognition:Promote a culture of peer recognition where colleagues acknowledge each other's strengths and accomplishments. Tools such as Bucket-filling and Drops are great for this.Peer recognition not only reinforces the appreciation of strengths but also fosters a collaborative and supportive work environment. It encourages employees to leverage their strengths to benefit the entire team.5. Provide Opportunities for Skill Development:Offer training and development opportunities that allow employees to further enhance and apply their strengths.Investing in skill development not only boosts employees' capabilities but also shows that the organisation is committed to helping them grow in areas where they excel. This can lead to increased job satisfaction and loyalty. Our strengths run through everything we do–how we think, work, communicate, collaborate, take responsibility, achieve goals, build relationships and more. Therefore, consider a program of workshops with an intentional strengths-based thread running through them to allow participants to approach essential professional development skills from the lens of their unique strengths.6. Tailor Feedback to Individual Strengths:Customise feedback to focus on each employee's specific strengths and how they can use them to excel in their roles.Personalised feedback demonstrates that you genuinely understand and value each employee's unique abilities. It makes feedback more relevant and actionable, empowering employees to leverage their strengths effectively.7. Be Direct and Own ItUse first-person statements when giving feedback, and be direct.Focus on the behaviour or action, not the person. Avoid using judgmental language or personal attacks. Saying something like, "Your colleagues are complaining about you," undermines team dynamics and feels unfair to the employee.Incorporating these strategies into your feedback approach can help you create a workplace culture that celebrates each person's differences and strengths, fosters growth, and ultimately leads to higher employee engagement and job satisfaction. By consistently emphasising and nurturing employees' strengths, you can unlock their full potential and contribute to their professional development.Like to find out more?Get in touch today.Photo by @linkedinsalesnavigator on Unsplash