

GROWING THROUGH CHANGE



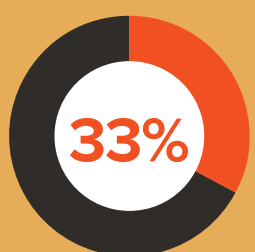
Delivering Continuous, High-Quality Feedback

Feedback increases awareness, which helps people change their behavior to support organizational change.

Everyone needs to know how they are doing today to prepare and change for tomorrow.

CHALLENGES FOR FEEDBACK

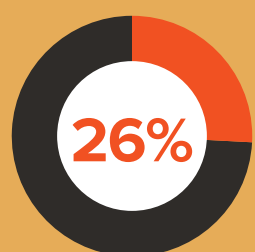
What are the top challenges for feedback at your organization?



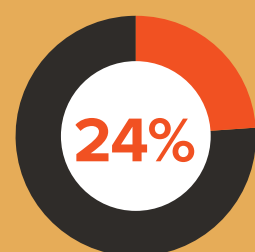
Fear of hurting feelings/changing the relationship



Not following up on feedback and action



Poor communication



People not owning their own career and development



Lack of senior leader buy-in and support

What does high-quality feedback look like?

FEEDBACK DELIVERY

Tied to organizational outcomes and/or individual's growth



Uncoupled

Fair and unbiased



Favors specific individuals or groups

Timely



Delayed

FEEDBACK CONTENT

Identifies behaviors



Calls out traits or personality

Specific



Vague

Is focused on what is in the receiver's control



Is focused on what is out of the receiver's control

WHAT DO WE KNOW ABOUT FEEDBACK?

- ✓ HR survey respondents from high-performing organizations report more often that the high-quality feedback characteristics (the red arrows) are present in their workforce.
- ✓ Feedback that is high-quality, continuous, and extended throughout the workplace allows people and their organizations to grow through change.
- ✓ Continuous feedback platforms can help organizations sustain consistent feedback across teams and maintain future-focused, timely, and fair feedback.

Sources:

Filipkowski, J. (2018). Talent Pulse 5.4—How am I Doing? Strategies for Continuous Feedback. *Human Capital Institute*.

Shute, V.J. (2008). Focus on formative feedback. *Review of Educational Research*, 78(1), 153-189.

Gregory, J.B., & Levy, P.E. (2015). *Using Feedback in Organizational Consulting*. Washington, DC: American Psychological Association.

For more information, please visit oracle.com/performancefeedback.