SEPT 2020

MODULE 1

LEADERSHIP AND MANAGEMENT PRACTICE FOR THE CONSTRUCTION SECTOR

FEEDBACK

CALA CONSTRUCTION
ACADEMY OF EXCELLENCE

keystone

THEORY OF FEEDBACK

A — ACTION:
What are the facts?
What did the person really do?

I — IMPACT:
What is the impact on themselves / colleagues / customers / the work / project?
Focus on feelings

D — DESIRED OUTCOME:
What kind of change in the behaviour is expected?
Future focus

ACTION

Emphasis is on their actions, not on your interpretation of it. So you are feeding back what you observed or heard, not on their intentions, their personality or their character. Limit the number of actions you comment on a level they can handle – far better to give feedback on one key action that they can digest and build on to make a difference, than ten things which leaves the message diluted (and invariably leaves them demotivated). Because this is based on fact it is less likely to be challenged.

- What are you there to discuss?
- What did you see?
- What evidence/facts are there for this performance level?

IMPACT

This can include positive or negative impact on the end result, or on the process itself e.g. the amount of effort needed on their part to achieve the result, or the impact on others, etc. When giving praise it is so easy to say to someone 'that was really good, well done' without saying why it was good or what made the difference this time compared with previous occasions.

- What impact is this performance having on the team?
- How does this performance effect other departments?
- How is the customer (internal or external) impacted?
- What evidence do you have for this?

DESIRED OUTCOME

Remember, the purpose of feedback is to enhance performance and motivate. So this last stage is important to determine what happens next e.g. develop to make it even better next time around, to correct a mistake or to perfect a process. Put the emphasis on what is missing rather than what is wrong - building on strengths or positives is far more likely to engender enthusiasm. Using open questions, ask the individual how they think things can be developed or built upon. This will help to gain buy in and you may be surprised by the options they suggest.

- What needs to change going forward?
- What does the goal look like?
- Are actions SMART?
- When will you meet again to confirm improvement or review results?

THEORY OF FEEDBACK

Remember with feedback you always have two choices:

- Tell the person what you want them to know.
- Ask them to self-assess and consider what has happened.

You may find initially that you tend to tell rather than to ask. The more you ask the more your team will be able to self-assess and improve their own performance.

B — Is there **Balance**, a blend of positive and negative?

O — Is the feedback **Objective**, fair and reasonable? (not personal)

O — Is the behaviour **Observed** or is there strong evidence?

S — Is the feedback **Specific** and detailed?

T — Is the feedback **Timely** and close to the event?

CASE STUDY

You have been working for CALA for 9 months as part of a team and enjoy the work, but you feel you've not been given the same opportunities others with different managers have had. There always seem to be excuses from your manager. Others have had regular performance reviews, action plan, projects to work on, extra responsibility and have been put forward for training. You have a meeting coming up with your manager and want to resolve this. You want to persuade your manager to give you the opportunities and have a confirmed action plan. You want monthly reviews, action plan, work on project x, and have time to shadow others.

Please type any notes into the box below:

You are a Site Manager on a busy project, a customer has come in to speak to a member of staff to make a complaint. They are threatening to go to a consumer watchdog. Your objective is to resolve the issue with minimum financial and reputation damage to the company. The customer is seeking compensation outside of the CALA two year warranty period. The issue relates to back garden fencing which blew down in a recent storm. The way you speak to the customer will have an impact on other householders who have experienced the same problem in recent days.

Please type any notes into the box below: