

Indicators of effective feedback

For the receiver

Acceptance	Indicates a willingness to accept feedback and listens actively (without talking). Receiver should only interject if the give of the feedback is giving the feedback inappropriately.
Active engagement	Listens carefully and tries to understand the meaning of the feedback. Interacts appropriately with the speaker, asking for clarification when needed. Gives an indication that action will be forthcoming. Considers what can be agreed with and anything that can't be agreed with. Asks for further feedback on any areas feedback was needed for but wasn't offered. Asks clarifying questions about things not understood. Decides what to do with the feedback. This may include seeking further feedback from others.
Authentic	Is genuine about wanting to listen, understand and take responsibility for owning feedback and doing something about it.
Open	Listens without frequent interruption or objections
Reflective	Tries to understand the personal behaviour that has led to the feedback. Reflects at the time on feelings about the feedback.
Respectful	Recognises the value of what is being said and the speaker's right to say it without dismissing them.
Responsive	Willing to hear what is being said without turning the table on the giver of feedback.

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For the giver

Supportive	Delivered in a non-threatening and encouraging manner for the receiver.
Direct	The focus on the feedback is clearly stated. The Feedback is said clearly without deviation or repetition. The giver owns the feedback as coming from themselves. Feedback starts with 'I' and avoids 'everyone thinks'.
Sensitive	<p>Delivered with sensitivity to the needs of the other person(s). Starts with the positive of a positive statement. Appreciation is offered to the other person where they have said they would like feedback.</p> <p>The giver, when talking about feelings the behaviour has, again does this with 'I feel ... angry/sad, etc. 'not 'you make me feel ...'.</p>
Considerate	Feedback is intended not to insult or demean and should be descriptive, not judgemental or evaluative – do not tell the other person why you feel they do something in a certain way.
Specific	Feedback is focused on specific behaviours or events and not general comments. Stick to one piece of feedback at a time. Where several pieces of feedback are needed, do not jump around or go back. Go forward.
Healthy timing	Given as close to the prompting event as possible and at an opportune time. The amount of time set aside for feedback is reasonable and not prolonged.
Thoughtful	Well considered rather than impulsive – non-worked-through feelings or thoughts are held rather than blurted out.
Helpful	Feedback is intended to be of value to the other person and focuses on the behaviour of the person not the person.

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Indicators of ineffective feedback

Attacking	<p>The receiver verbally attacks the person giving feedback. Or, if offering feedback, gives either inappropriate feedback (negative criticism) or gives feedback at the wrong time</p> <p>May use role or authority within organisation as part of this</p>
Closed	<p>Declines opportunities to engage with feedback. Once in feedback situations, ignores the feedback or listens in a superficial with little intention of processing and understanding the feedback.</p>
Defensiveness	<p>Defends own actions or reasons for actions. Objects to being given feedback.</p>
Denial	<p>Declines to accept the legitimacy of feedback. Often dismissive of feedback and of the person giving he feedback.</p>
Lack of respect	<p>Demonstrates devaluing of the person offering feedback or their right to speak by not listening, interrupting or talking over the person.</p>
Passiveness	<p>Makes little or no attempt to actively engage with the feedback of the feedback process or others involved</p>
Rationalisation	<p>Offers detailed explanations for feedback that often show the receiver as having no responsibility or a poor level of self-Awareness.</p>
Superficial	<p>Listens and agrees but does not engage with feedback. May avoid agreeing to actions or agrees with little intention of carrying them Through.</p>