



TOOLS TO BUILD A FEEDBACK RICH ENVIRONMENT AT PENN MEDICINE

Giving Feedback for Development



This tool is designed for managers developing others.



The following worksheet and model describe success factors to help you deliver effective development related feedback.



Use this tool when planning to provide feedback as part of a development conversation with those you manage.

We strive to build a feedback rich environment at Penn Medicine. A feedback rich environment is one in which ongoing, real time performance and developmental feedback is provided to the employee and team. Developing others is another crucial opportunity for you as a manager. With so much going on, it's easy to have developing others fall to a lower priority. However, it's critical for your success. Helping employees develop the technical competencies (what gets done) and the behavioral competencies (how it gets done) to advance is an essential aspect of being an effective leader.

As a manager, you have a variety of opportunities to provide developmental feedback to those you manage.

Defining development feedback:

- Has a long-term goal focus (months/years).
- Builds on strengths, skills and competencies over time.
- Focuses on future goals, career development and succession planning.
- Provides developmental coaching opportunities.
- Prevents bad habits from forming.

Developmental feedback differs from performance feedback, which focuses on continuing to improve skills and competencies that impact performance. It also differs from real time feedback which is immediate and takes place right away or shortly after an observation.





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PREPARATION

Before giving developmental feedback to someone you manage, complete the worksheet to help you plan a conversation intended to shape an employee’s development. In addition, ask the employee to spend time thinking about development areas to bring to the discussion.

Promote the Relationship

- Think about what matters most to the employee.
 - *Is the employee focused on growing his/her career?*
 - *Is the employee performing his/her best in the current role?*
 - *Are there skills/competencies that would help the employee get to the next level if further developed?*

How can I frame the conversation around what matters most to this employee?

Establish Goals

- Assess current skills.
- Spend some time thinking about what the employee is good at and how continuing to improve a skill/competency could benefit him/her.
 - *What are his/her development opportunities?*
 - *How do those help or hinder his/her personal goals?*
 - *What are the key messages you want to send?*
- Development goals should be specific, clear and concise.
- Plan to ask the individual to identify his/her goals, e.g., *“What do you hope to get out of this rotation/project?”*

What is the outcome/goal I would like my feedback to produce?

Determine an Appropriate Time and Setting

- Select a private and quiet location.
- Schedule discussions when both parties can focus.

Where is the best location to meet? When is the best time to have this discussion?



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STRUCTURING THE CONVERSATION

You can use the **ADAPT Model** as a step-by-step guide to engage in a developmental feedback conversation.



Seek self-assessment:

Ask questions like:

- *What do you like about your current role? What would you like to do more of?*
- *What are your natural strengths? How can we leverage these in the future?*
- *What areas do you want or need to develop?*
- *What would be a good stretch assignment for you? What would take you out of your comfort zone and help you learn new skills?*

Continue the discussion:

- Reflect on self-assessment.
- Describe what you observed.
- Provide positive and corrective feedback.
- Be specific.
- Prioritize using only 2-3 development points.

Explore the individual's understanding:

- *What are your thoughts about what we discussed?*
- *Was there anything we discussed that doesn't make sense to you?*
- *Where can I provide additional clarity?*
- *Anything that struck you as something to focus on?*

Make a plan:

- Coach for change.
- Create a development plan together.

Ask questions like:

- *What ideas do you have regarding how you can further develop this skill/competency?*
- *Here are my ideas for how you can work on this...*

What question(s) will I ask to encourage self-assessment?

What points do I want to emphasize in the discussion?

What question(s) will I ask to confirm understanding?

What question(s) will I ask to jointly create a development plan?

Adapted from the University of Washington, UW Medicine



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DEVELOPMENT FEEDBACK CONVERSATION STARTERS

- *I'd like to spend some time today talking about your future. Where do you see yourself in 3 – 5 years and how we can get you there?*
- *I take the development of our staff very seriously. I want to spend some time talking with you about how we continue to leverage your strengths and help take your strengths to the next level.*
- *I've spent some time thinking about your strengths and development opportunities and wanted to share some of my thinking with you.*
- *I really see you have some great skills. These are...*
- *We all have strengths and development needs. We've discussed your strengths. Now let's talk about areas where we can build your skills so that you can continue to be successful/achieve your career goals.*
- *In order to build your skills so that we can accomplish X in the future, I'd like for you to think about...*

Additional resources that can help you develop your feedback skills:

- Lynda/Linked In Learning courses:
 - [Managing High Performers](#)
 - [Giving and Receiving Feedback](#)
 - [Coaching Employees through Difficult Situations](#)
 - [Managing Employee Performance Problems](#)
 - [Coaching and Developing Employees](#)
 - [Delivering Employee Feedback](#)
 - [Motivating and Engaging Employees](#)
 - [Having Difficult Conversations](#)



- You can access these courses via Knowledge Link or by going to Lynda.upenn.edu directly. You will need your PennKey and password to log in. Click [here](#) if you have forgotten your password.
- Harvard Business Review Articles:
 - [How to Give Tough Feedback That Helps People Grow](#)
 - [The Key to Giving and Receiving Negative Feedback](#)
 - [The Delicate Art of Giving Feedback](#)
 - [Giving Feedback When You're Conflict Averse](#)
 - [How To Give Negative Feedback Over Email](#)

Next steps to consider:



- After providing feedback for development, you should monitor the employee's progress towards goals and milestones and follow-up if questions arise.
- Partner with your HR Department for any support you need in giving developmental feedback to your employees.