Distilling Performance Feedback: Guidelines for HUIT Managers

Consider
- Feedback represents the perceptions of the reviewers
- Expect feedback to vary
- The potential inclination to focus on negative feedback
- Overall feedback response metrics, e.g. total number, type of reviewer, any missing feedback

Interpret
- Review question sets
- Identify common themes/trends in reviewer perceptions
- Categorize feedback by stakeholder/context
- Identify cases where the feedback confirms your viewpoint, and vice versa
- Identify any surprises in the feedback
- Develop a full picture of the potential actions that may have led to the feedback
- Consider historical feedback, how it is similar or different from today, and what this suggests about employee development

Key messages
- Identify 2-4 key messages to deliver
  - Consider where the message is about the "what" vs. the 'how'; incorporate HUIT values
  - Ensure balance between strengths to leverage and areas for development
  - Consider how employee may respond to any constructive feedback messages
  - Prepare set of possible opportunities for employee to leverage/develop and that is linked to business needs in coming year

Conversation
- Speak to overall importance of collecting/sharing feedback; acknowledge the sensitivity
- Share key messages, identify themes, use supportive examples
- Avoid sharing identifying information
- Discuss options to leverage/develop
- Invite reaction
- Conclude conversation understanding where any additional information would be of benefit
- Thank them for participating in process, and for offering feedback to others
- Invite feedback about this process

Action
- Keep present the goals associated with the feedback
- Ensure feedback associated goals are clear and well-understood
- Build and incorporate action plan into FY’19 work
- Continue to articulate your role as manager in support of action plan