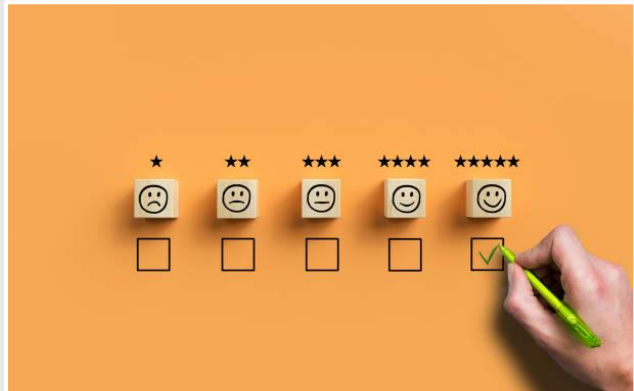


Feedback Essentials: Things to Remember

As a manager, you can create a culture of ongoing and real-time constructive feedback that inspires and motivates people to stretch and do better, using the MARCH pillars. We believe that doing so will result in positive change for people, and help achieve success.

Feedback Pillars

M	Meaningful
A	Accountable
R	Real-Time
C	Constructive
H	Honest



Things to Remember

Meaningful

- Ask yourself what you want to achieve from the discussion.
- Gather examples and data before hand and share in discussion.
- Describe the what, when and who in your opening remarks.

Accountable

- Clarify that the other person has understood what you said.
- Decide together what action you both will take.
- Agree on process for follow through.

Real-Time

- Ensure you do not delay feedback, whether positive or otherwise.
- Make it a habit to provide feedback on an ongoing basis.
- Plan, conduct and record your feedback regularly.

Constructive

- Describe the behaviour and its impact without blaming.
- Talk about your expectations of skills, behaviours or tasks.
- Talk of how the action met or fell short of expectations.

Honest

- Ensure your data is 100% accurate, and present only that.
- Be open to new data or evidence from the person.
- Follow through later on any action you have committed to.