

Unit 345 (M&L 9): Manage personal and professional development

Handout 3: Using feedback

Feedback

Inviting feedback from others provides a way of finding out:

- whether or not we are doing a good job
- the areas that may need to improve.

Sources of feedback

- Managers/supervisors
- Colleagues – known as 360-degree feedback
- Customers/clients



Feedback

Formal feedback, eg:

- appraisal
- reviews
- one-to-one meetings.

Informal feedback, eg:

- thanks from a manager for a report
- compliment from a client.

Feedback can be positive or negative

Even when the feedback is positive we can still learn, develop and improve.

Negative feedback should not be seen as criticism but as pointing out areas for development.

Constructive feedback

- Description not judgement
- Observation not implication
- Behaviour not the person

Appraisal/review

- Allows management the opportunity of reviewing and developing staff within a working situation
- Regular review (usually annual) of an individual's performance and progress in relation to their job role
- Formal, confidential interview between you and your manager

Appraisal procedures

- Self-assessment of your skills, abilities and performance to date
- Assessment of performance and skills against the requirements of the job
- Discussion of the outcome of this with you.
- Formulation of development plan

Review progress

- Progress toward personal and professional objectives should be regularly reviewed.
- Personal and professional development plans must be amended in the light of any feedback received.

