

NIH Office of the Ombudsman

Center for Cooperative Resolution

Giving and Receiving Feedback: PMAPS and Beyond

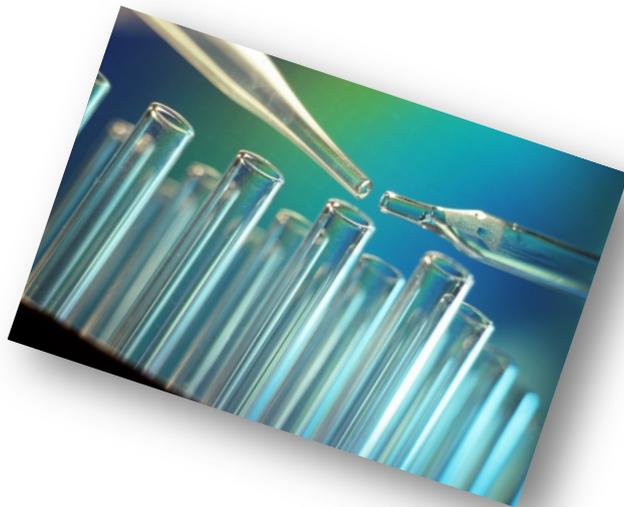
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NIH Office of the Ombudsman



What now?

The Lab supervisor sent an email to the technician to set up a quick meeting to discuss the tech's PMAP rating. The technician receives a 4. Last year the technician received a rating of Fully Successful.



Retaining your great employees



- Employees find value in personal recognition and appreciation from their supervisor.

- 2012 NIH Employee Recognition Survey

- Conduct a “Stay Interview”

- Find out who they are
 - Find out what they want



- Recognition + Career Development = Employee Engagement

Feedback Fundamentals

- **Setting:** Think about where and when to give the feedback
- **Keep it objective:** Explain what you observed, as if you were describing a snapshot
- **Explain the Impact:** On you, others, or the mission
- **Next steps:** Explain how you would like things to be different in the future



Feedback: Best Practices

- Start with the positive.
- Choose your priority areas.
- Direct your feedback at modifiable behaviors, not at something over which the receiver has little or no control.
- Avoid words and concepts whose definitions may vary from person to person. If your emotions are high, wait to give the feedback until you feel calmer.
- Listen carefully to what the giver has to say and don't interrupt. Avoid spending that time just thinking of how you will respond.

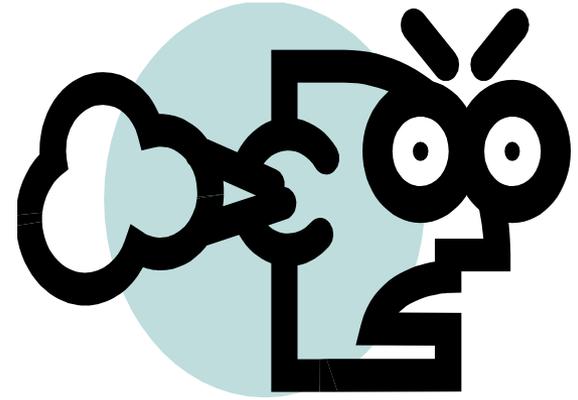


Feedback: Best Practices, cont.

- Ask the person to offer his or her interpretation of what you have shared.
- Allow people to explore the implications of their behavior and, if possible, come to the same conclusions that you have.
- Own your own feedback but be aware it is only one perception. Listen for any alternative view and do not prejudge if you can avoid it.

Feedback No-No's

- You...*always, never, obviously*
- You're...*insensitive, rude, overbearing*
- You...*missed the point, don't get it.*



Having the conversation

- Ask open-ended questions
- Acknowledge the other person's concerns and feelings
- Explain the thinking behind your questions
- Check for accuracy – make sure you really understand what the other person means
- Ask the other person to expand and/or clarify
- Summarize the other person's comments to illustrate understanding
- Balance listening and speaking – silence can encourage others to speak up



When you have to deliver bad news

- Try to identify strengths, or at least areas in which the person appears to have made some effort
- Discuss areas of concern without adding meaning, labels, or attribution of intent
- Invite the person to offer their perspective – you have nothing to lose by listening
- Offer a private environment
- Consider brainstorming options for addressing problems
- Ask the person what they would do in your shoes

When things go poorly



- Inform your leadership of what has occurred, if necessary
- Seek assistance from an outside neutral (i.e. Office of the Ombudsman)
- Reflect on what happened with an uninvolved peer or other trusted colleague who can offer you honest feedback
- If possible, consider how to reopen the conversation with the intent of identifying what went wrong and making changes to improve the situation. A neutral might be helpful in this instance, too.

What Now?



The Branch Chief has a PMAP meeting with a Senior Analyst. The Analyst has been with the Branch for 6 years, and was historically a good performer, receiving 5 each year. Over the past year, however, the analyst's performance has lagged. It's not the analyst is doing a terrible job, but he just isn't shining anymore, even in his areas of strength. The Branch Chief has hinted at her disappointment in their 1:1s, but not been direct about what's going wrong. The Branch Chief decided to give the employee a 4; last year, the employee received a 5.

