

## **Unit 308 (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.

