

# The Blanchard® Approach to Giving Feedback

Over the past few decades people have been taught that feedback is a gift and it should be received as one, and yet so often attempts to provide feedback result in tension and conflict rather than self-reflection and personal growth.

Providing feedback to others well is a powerful skill. When we give feedback or receive it, things often do not go well. And often things go very poorly. Whenever feedback is attempted, there is a risk that the relationship may be damaged. And yet, if we are able to help others learn something about themselves or the impact they are having on others and the feedback helps create improved performance and better relationships, we have done a real service.

Providing good feedback does not occur naturally or by default. To provide effective feedback, we must develop and cultivate very specific conversational skills—the type of skills provided in the Giving Feedback program.

This course focuses on giving feedback, a critical skill in coaching and developing others. Leaders know that, “Feedback is the breakfast of champions!” No world-class performers could ever develop their talents without meaningful feedback on their performance.

Blanchard’s Giving Feedback model is unique in that it uses a behavioral approach to teach participants how to deliver four specific types of feedback.

- **Pure Feedback on “What.”** This is nonjudgmental, descriptive feedback that provides objective information about results or outcomes.
- **Pure Feedback on “How.”** This is nonjudgmental, descriptive feedback that provides objective information about the activities or the way in which results are obtained.
- **Personalized Feedback—Praise.** This is judgmental feedback (positive) designed to encourage desired behavior in the future.
- **Personalized Feedback—Disapproval.** This is judgmental feedback (negative) designed to extinguish undesired behavior.

The Giving Feedback program also offers a situational focus that helps leaders identify exactly the type of feedback that is most appropriate for the situation. Using an exclusive Feedback Decision Tree, leaders determine if a person is intrinsically or extrinsically motivated toward accomplishing a goal and which type of feedback will develop others’ competence and internal commitment.

The result is a comprehensive approach that teaches leaders how to deliver feedback in a way that improves performance, promotes trust and confidence, and increases productivity throughout an organization.

## Audience

Individuals in a supervisory or management role; all employees within the organization

## Program Format

The focus is on how leaders stay in touch with the performance of the people they are leading so that they can provide information that will help the people improve their performance. Giving feedback creates a relationship where people are open to hearing feedback. Once feedback skills are developed, leaders find it easier and easier to help others develop.

## Outcomes

- Motivated, engaged, coached employees who believe the organization cares about them
- Organization-wide understanding of how providing effective feedback develops others
- Increased competence, motivation, and confidence in relation to the organization’s outcomes
- Improved trust and respect between leaders and the people they lead
- Increased understanding for how effective feedback varies across the four styles of Situational Leadership® II.
- Inspired employees who provide better customer service, thus driving customer loyalty

As people think about developing their skills as a leader and helping others develop their competence, motivation, and confidence, they must use the skill of feedback as an essential tool for development. The best way to rapidly develop associates’ and employees’ skills is to give them feedback on their performance and to set up systems that allow them to see for themselves how much progress they are making.



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