FEEDBACK TEMPLATE

ScreenSkills

WHAT IS FEEDBACK?

Feedback is giving information to another individual about their performance, skills or way in which they are working with other team members. Feedback can take both positive and negative forms, but its overall purpose is to help an individual's learning and growth.

As companies move away from the traditional annual appraisal to a model of more continuous feedback, it opens up the option to include freelancers in the process too. As we have mentioned already in this toolkit, the screen industries employ a highly transient work force who move from project to project and company to company. As many aren't permanently employed, they often miss out on receiving feedback, due to short contracts, or a perceived lack of time.

The abscence of feedback can mean that great performance is not supported, leading individuals to experience low morale and become less engaged with their work, and poor performances not being recognised and resolved creating excess work for other team members, toxic workplaces, and the individual moving onto another role without the knowledge that there was any issue with their performance or way of working.

If individuals are given feedback regularly, it helps them improve and develop in their role, it boosts morale, engagement with their work and helps to build trust between team members, who in turn will work together more efficiently.

HOW TO CREATE A FEEDBACK CULTURE

Building a feedback culture is the best way to ensure that everyone is involved in the process, and that it is more likely to be a success.

Giving regular feedback doesn't have to add to a manager's workload. It can just be a brief conversation to see how someone is getting on, and if there is anything they would like to raise. Creating space for these conversations in daily working life will enable individuals to approach more difficult conversations with ease, as giving and receiving feedback is regular occurrence.

Encourage your team to give feedback to each other. Feedback works well when it is given and received at all levels. Help your teams to understand the purpose of feedback from the start, if you are working on a production for example, make clear that feedback will be given frequently, and that it will be approached as an open conversation, where performance can be celebrated, and problems solved together. Emphasise that feedback is there in order to help each other grow.

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Concentrate on giving feedback in the moment, but also try build in time for regular feedback, 5-10 minutes every Friday morning for example, this will enable you to revisit anything that might have been fed back during the rest of the week and check on its progress.

GIVING FEEDBACK

Giving feedback can be incredibly uncomfortable. Feedback in general has negative connotations, and historically is linked to criticism. But giving feedback can have an extremely positive effect when done in the right way.

When giving feedback:

- Always try to give feedback as close to the event as possible, and in person, rather than via email, or other tech devices.

- Consider where the feedback should be given:
  Giving an individual positive feedback in front of their peers can be beneficial to both the individual and the team, as it will show appreciation for work done well, and reinforce this behaviour happening again. For some however, receiving feedback in front of others will be incredibly uncomfortable and might have a negative effect. It is important to assess each individual and situation on its own value.

  If giving negative feedback, don't do this in front of others. Make arrangement to have a conversation in a location away from others, at another suitable time. It is important to give feedback as close to the event as possible. Reflecting on someone's performance, whether good or bad a long time after the event loses its purpose. It doesn't enable learning or improvement, especially with freelancers, as they will likely move onto another role at the end of the production/project.

- Plan ahead. What do you want to say? How do you want to say it? Make sure the language you use isn't personal. Consider if there is any bias in the feedback you are giving. Would you give this same feedback to another gender, age, ability? The template below can help you plan out what you want to discuss.

- Make the feedback specific, give examples so that the individual has a clear understanding of what is being said. Be clear on what you are looking for in terms of change (if applicable), but allow there to be dialogue about the feedback, and explore options together on the best course of action.

- When you have agreed an action plan, follow up with an email confirming what has been agreed, so that you both have a record.

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RECEIVING FEEDBACK

Receiving feedback can be just as uncomfortable as giving feedback. The important thing to remember when receiving feedback, is that it is designed to help you learn and develop in your role.

When receiving feedback:

- Listen to the feedback being given. Hear what the person has to say and try to understand the reason for the feedback.
- Ask questions if there is something you don't understand, or don't agree with. It's important to discuss the issue, particularly if you see things in a different way.

- Try to be open to different ways of doing things. Different individuals will perform tasks in different ways. You might not have thought about the task in the way it is being fed back to you, but it might be an option to consider.

- Be aware of how you respond. It can be very easy to be defensive when you are receiving feedback, but remember, the feedback is designed to help you in your role.

- Think about how you are going to use the feedback. Is there a clear action plan? What can you do personally to ensure that the agreed plan goes ahead?

- Follow up. It can be helpful to get further feedback on the task. Don't be afraid to seek feedback on whether or not their has been improvement.

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FEEDBACK PREPARATION TEMPLATE

APPROACH - Get agreement to receive feedback - Explain what the feedback is about - Help them prepare for the meeting	BEHAVIOUR - Base feedback on facts - Do not base on opinion - Do not make it personal	IMPACT STATEMENT - Why is the feedback important? - What impact is the behaviour having on others?	QUESTIONS - Ask how they see it - Problem solve together - Agree next steps
Example 1 (constructive) Would be open to some feedback about how you dealt that task earlier?	I noticed that the task was taken away from another team member.	I'm raising this because I think there was an opportunity to guide the team member through the task, and in taking it away they became demoralised.	What do you think?
Example 2 (appreciative) Can I share some feedback with you about how you explained that task to the trainee?	You were really clear on the process, you asked at each point if they had any questions and made them feel like they could ask them.	I mention it because the trainee looked engaged, and went on to perform that task really well later in the day.	How did you think it went?
Your own feedback			

FEEDBACK TEMPLATE

Ask your team to fill these in at the start of a production/project and let them guide you on the best way to give them feedback. It can be helpful for all team members to use this document in order to feedback to each other.

[name] [role]	When you have something appreciative for me, I'd prefer that you: When you have something constructive for me, I'd like it if you could: Date updated: