



# Why Give Feedback to Subordinates?

Most of your employees want to do a good job. Many are unaware of the impact of their behavior on their job performance, for good or bad. Feedback from you, their manager, can help them identify what they are doing well and build on those skills, correct problems, and develop new abilities that improve not just their personal lives but also the organization in which they and you work.

Effective feedback provides the necessary information people need to build on their strengths and to shore up weaknesses. It's a powerful tool for accelerating learning and for developing mastery. Stop and think about the last time you learned a new skill. Whether it was golf or square dancing, you depended on the feedback from a professional or an experienced enthusiast to help you capitalize on your strengths and to see the weaknesses in your performance. Without such feedback, the probability is that you would not identify your best skills and that weaknesses and errors would become ingrained through practice and repetition.

Given its potential to bolster improved performance, managers should eagerly supply feedback to their subordinates. But it doesn't happen often. Most people work without the benefits of effective feedback. For whatever reason, managers find it hard to give the feedback to their subordinates that they need, want, and deserve.

To succeed in your leadership role, you must learn how to make feedback a part of developing your subordinates to their full potential. More than that, you must learn how to provide effective feedback that is empowering, not damaging; that is constructive, not debilitating. The purpose of this guidebook is to show you how and when to give effective feedback to subordinates.