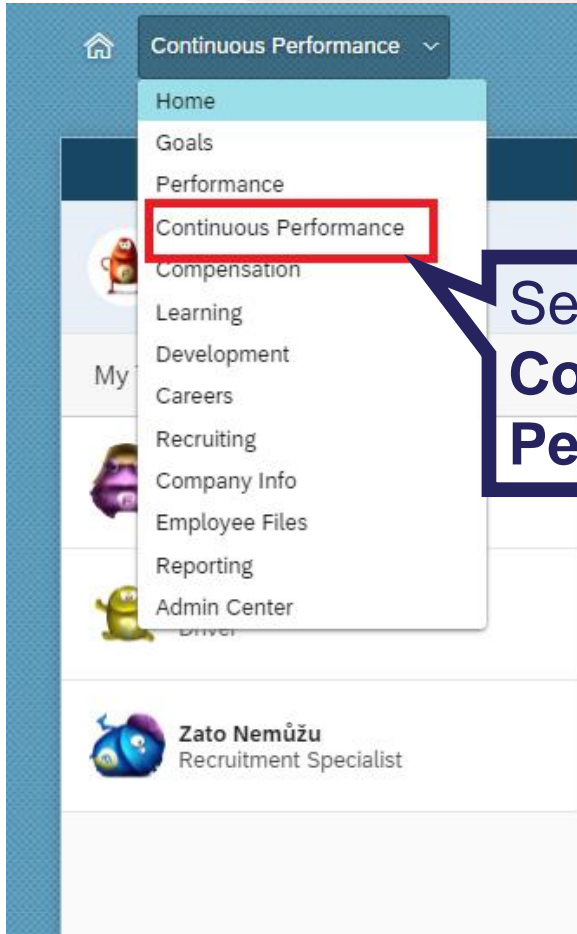


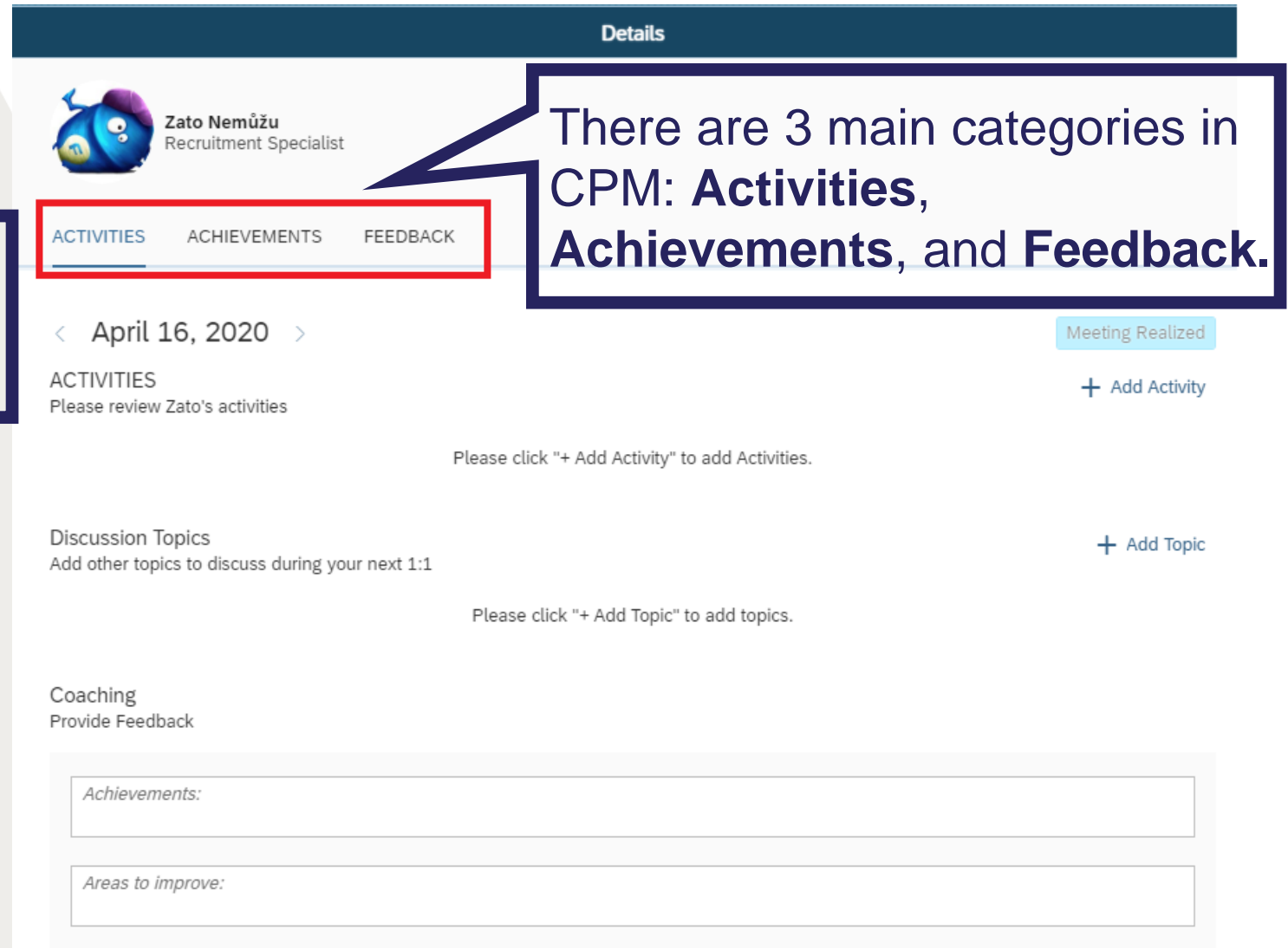


FEEDBACK

CPM (Continuous Performance)



Select
Continuous
Performance



CPM – Feedback

The screenshot shows a user profile for 'Jana Včerejší, Driver'. The profile has three tabs: 'ACTIVITIES', 'ACHIEVEMENTS', and 'FEEDBACK'. The 'FEEDBACK' tab is highlighted with a red box. Below the tabs, there are three buttons: 'Request Feedback', 'View Feedback Requests', and 'Give Feedback'. The 'Request Feedback' button is highlighted with a red box. A callout box points to the 'Request Feedback' button, stating 'Superiors can request feedback of her/his team members'. Another callout box points to the 'View Feedback Requests' button, stating 'See your previous requests for feedback'. A third callout box points to the top right of the profile area, stating 'Here you can give feedback on anyone in the company'. Below the buttons, there is a message: 'There isn't any feedback for you to review yet.'

Details

Jana Včerejší
Driver

ACTIVITIES ACHIEVEMENTS **FEEDBACK**

Request Feedback View Feedback Requests Give Feedback

Here you can give feedback on anyone in the company

Superiors can request feedback of her/his team members

See your previous requests for feedback

There isn't any feedback for you to review yet.

CPM – Request for feedback I

Request Feedback

1 Once this request is responded to, your direct report will have access to the feedback message as well

*Feedback from whom?

Search by name

*Message

Since you have worked with Jana Včerejší, I'd like to get your feedback. Could you please let me know what you think your colleague did well and provide one constructive suggestion on what your colleague could do better in the future?

Best regards,
Tomáš Marný

Adjust the message
as needed

Send feedback
request by
clicking **Send**

Send

Cancel

FOXCONN

Write name
of person
from whom
you want to
request
feedback on
a team
member

CPM – Request for feedback II

Feedback Requests

You have not sent any feedback requests yet

Here you can see previous requests (there are currently none)

OK

CPM – Giving feedback

Give Feedback

*To

| Search by name

Jana Včerejší

Select the person
who you want to
give feedback on

*Feedback

Share your feedback to help recipients reflect on their work

Here you can
write constructive
feedback

Send feedback
by clicking
Send

Send

Cancel

oxconn

Where will I see feedback for me from my colleagues/superior?



Jana Včerejší

ACTIVITIES

ACHIEVEMENTS

FEEDBACK

You can find feedback here

[Request Feedback](#) [View Feedback Requests](#) [Give Feedback](#)

October 2020



Evžen Pařík

Jani, Tomáš má pravdu, měla by ses víc soustředit na efektivní řešení konfliktů!

Evža

October 23, 2020

[Link To](#) Visible to my manager

[Delete](#)



Tomáš Marný

Jani, měla by ses více zaměřit na rozvoj v oblasti řešení konfliktů. Ten včerejší výstup byl dost špatný.

Tomáš Marný

October 23, 2020

[Link To](#) Visible to my manager [i](#)

[Delete](#)

You can choose, whether the feedback will be visible for your superior. If it is a feedback from your superior, it will be visible for her/him automatically.

General principles of providing feedback

- **Understanding** – adjust the communication style to the other party (the chameleon principle)
- **Rate the situation and behaviour**, not the person themselves
- **Rate the process and the way the goal was achieved**, the effort and drive
- **Two sides to feedback** (positive x negative)
- **Emphasise positive interactions** – The Losada ration - 3:1
- **Ability to hear the other person out and empathise**, give them a chance to say what they want
- **Feedback should be a two-way process**

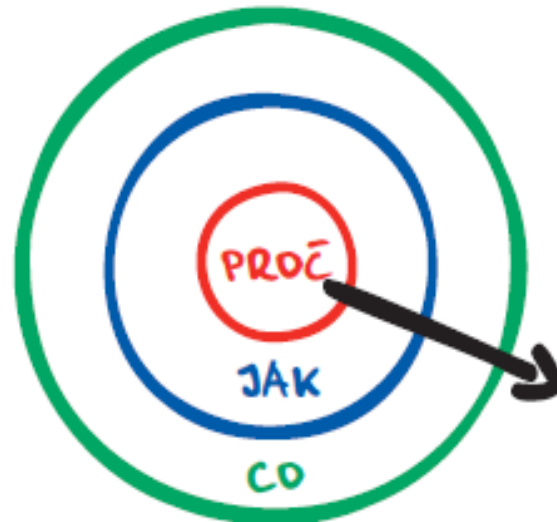
Preparing for feedback

- The **3 golden circles** technique – a tool for forming our message so that it is meaningful and achieves what we want

WHY: The WHY layer represents the message's purpose and reason. Why do you say that to the other person and why should that interest them.

HOW: The middle circle represents variants when you think of or remind of a procedure or process.

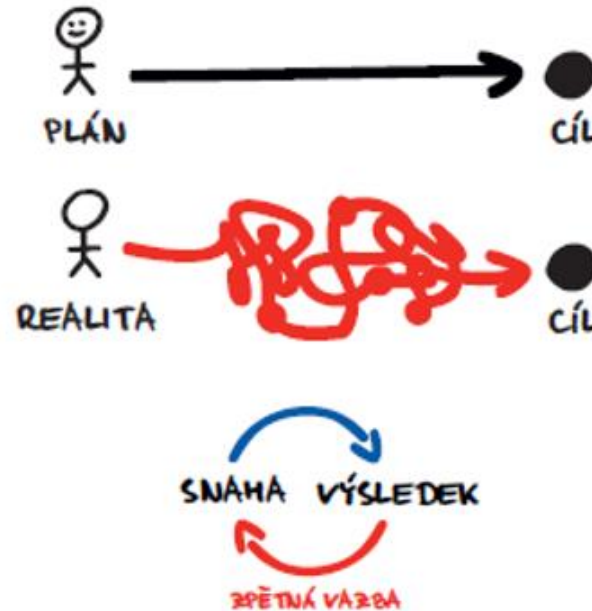
WHAT: The message ends with the WHAT circle. It represents what the required output, action, or change is.



How to give negative feedback?

- Providing feedback in person, asking for reasons, circumstances
- How to phrase negative feedback:
 - Describe the situation
 - Describe the outcome / consequences
 - Suggest a solution (including how to prevent future issues)

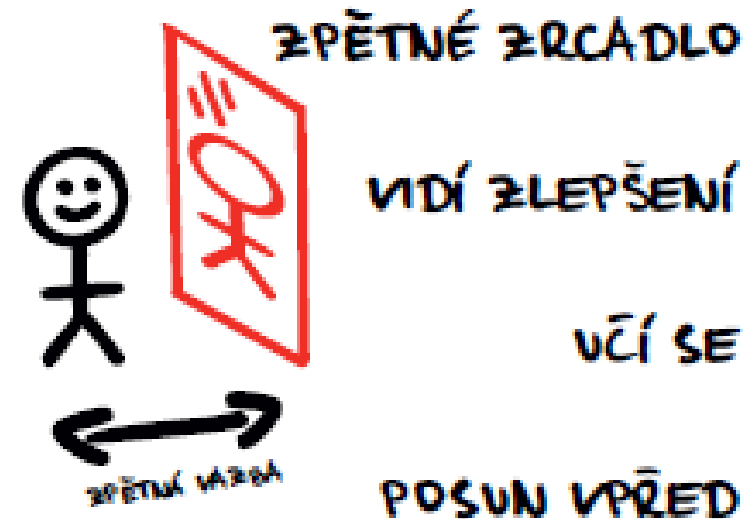
1. Can involve values
2. Can involve rating 1..10
3. Do it as soon as possible
4. Convey with empathy
5. Do not use „never“ and „always“
6. Use first-person narrative
7. Be as specific as possible
8. Look for solutions
9. Give room for reactions
10. Focus on effort, not only output



How to give positive feedback?

POCHVÁLA

1. Emphasise strong personal traits
2. Is meaningful
3. Is as detailed as possible
4. Expresses appreciation of the other person
5. Involves expressing honest thank you
6. Attention to detail



Phrasing feedback, praise and encouragement

Usual reactions which discourage the growth mindset and further effort	Rephrased reactions which encourage the growth mindset and further effort
You are such natural talent. I like that.	You learn so well. I like that.
At least you tried.	That did not go well, does not matter. Let's see if you can do it differently so that it works.
Great work! You are so talented!	Great work. Is there anything that could be done even better?