



SMARTER THAN THE AVERAGE GUIDE

# HBR Guide to

# Delivering Effective Feedback

**Boost employee performance**  
**Communicate openly**  
**Reinforce established goals**



**Harvard  
Business  
Review  
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# HBR Guide to **Delivering Effective Feedback**



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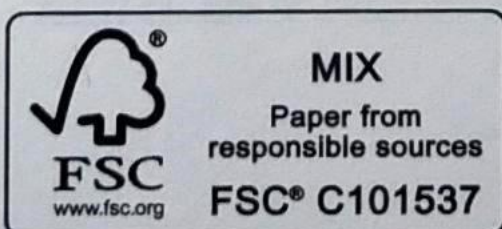
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## What You'll Learn

Are you worried about losing your star performer to greener pastures? Or struggling with a problem employee? Do you dread annual performance appraisals?

As a manager, you know it's important to give your employees the feedback they need to develop. But communicating it in a way that motivates them to improve can be a challenge. And the prospect of facing someone who may get emotional can seem overwhelming.

But whether you are discussing a formal performance assessment or addressing everyday behavior, you can transform these stressful encounters into productive conversations. Brimming with actionable advice on everything from delivering constructive comments to recognizing exceptional work, this guide will give you the tools and confidence you need to master giving effective feedback to your direct reports.

You'll learn how to:

- Incorporate ongoing feedback into your daily interactions with employees
- Transform annual appraisals into catalysts for growth



## What You'll Learn

- Plan for a tense conversation with a combative recipient
- Provide a clear message that emphasizes improvement
- Identify the reasons behind performance issues—including your own role
- Motivate individuals by acknowledging accomplishments
- Coach your star to the next level
- Measure performance when results aren't easily quantified
- Establish goals that will help your people develop
- Communicate criticism effectively across global cultures
- Engage your team during feedback discussions



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