



“Facilitating” SAS Feedback

When we “*give*” feedback to people, we are almost stepping off on the wrong foot!

At LaPD Solutions, we believe that feedback should be a discovery which *facilitates* rather than *gives* feedback. We promote this method to encourage thinking, reasoning and the development of solutions.

Regarding Performance Management (which we call Personal Career Development), we believe that one-to-one discussions should be of a relaxed and informal style using questions to facilitate understanding, reasoning, impacts (or possible impacts) and then the thought-through solutions and benefits of those solutions and continuous monitoring.

When facilitating feedback, we should always start with something positive, then move on to areas for development and the possible solutions to them and finish on another positive note.

You may wish/need to keep records of one-to-one discussions and reviews. This is useful to show each person’s development and achievements to date. You can also set new action points and target dates. Recording this clarifies what has been achieved, what still needs to be done, and any support required.

The **SAS** method of facilitating feedback is shown below:

- **S**pecific and Positive – Discuss the specific positive things/areas that the person has done well in. Give recognition for good work and effort for going that extra mile.
- **A**reas and **A**ctions for development – rather than tell the person which areas you feel they need to develop and improve on, discuss specific events where things did not go so well.

Ask questions to help the person identify why things didn’t go so well and what the impacts were (or what the impacts could have been). Don’t labour the point but encourage self-analysis in a supportive environment; together, you will develop areas that need looking at.

As each area for development and improvement is identified, discuss what actions they think they will need to take so that they design it themselves. Ideally, agree on an achievable time by which they expect to see the change, and you can meet again informally to see how well things have progressed. This is critical as it gives an opportunity for praise, recognition, and a positive Pygmalion/Galatea effect.

Ensure you ask what support they need or would like to achieve this.

- **S**pecific Summary – Summarise the whole meeting from those specific areas they are doing well in. Praise them for identifying the areas they have chosen to develop and point out how **they** have come up with their own development and how they will achieve this. This helps them see how it was them that did all this and not you. End with the reassurance that you are there to support them and that you are available should they need to discuss matters.

We should all welcome feedback from our peers and those with years of experience, so we can build our own skills, add tools to our invisible toolbox and become a more rounded and experienced colleagues able to adapt our style to suit those we work with.

We must learn to facilitate and receive feedback in an adult, emotionally intelligent and caring way. The value of regular feedback will keep us focussed on areas for our own development, allow us to build on our strengths and listen to opinions and new ideas from all those around us.

