

MAKING PERFORMANCE FEEDBACK MEANINGFUL

Leader Resource Series
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UCI Human Resources
Empower People Success

AGENDA

1. Why Feedback Matters
2. Feedback Models That Work
3. Tough Conversations with Empathy
4. Implementation and Next Steps



KEY DRIVERS OF ENGAGEMENT



A CARING MANAGER



FOCUS ON STRENGTHS



PURPOSE



DEVELOPMENT



**ON-GOING
CONVERSATIONS**

WHY FEEDBACK MATTERS

- Performance
- Expectations

WHY FEEDBACK MATTERS AT UCI

- Frequent, meaningful feedback fuels performance and connection.
- Feedback aligns daily work to goals and mission.
- It's essential for how we:
 - **Deliver Results:** Drive clarity, accountability, and quality.
 - **Engage Employees:** Build trust, motivation, and growth.
 - **Establish Vision and Direction:** Connect individual actions to strategic priorities.

— ? —

**Can you hold a person
accountable for their performance
if they do *not* know what is
expected of them?**

THE POWER OF REGULAR FEEDBACK

When managers provide weekly feedback, team members are:



3.2x

more likely to
strongly agree they
are motivated to
do outstanding
work



4.1x

more likely to be
engaged at work

Clear expectations and feedback benefit even the most driven individuals, guiding us on what to prioritize and what to avoid.





Best-in-class managers use ongoing conversations to deliver energizing feedback that celebrates successes and calibrates performance.

FEEDBACK MODELS

- Easy to use tools and techniques

GIVING FEEDBACK USING SBI:



SITUATION

Describe the specific situation in which the behavior occurred.
Avoid generalities that can lead to confusion.



BEHAVIOR

Describe the actual, observable behavior.
Keep to the facts.
Don't insert opinions or judgments.



IMPACT

Describe the results of the behavior.
Describe exactly what happened and explain its impact.

EXAMPLES OF SBI FEEDBACK

CONSTRUCTIVE

- **Situation (S):** During yesterday's team meeting when we were reviewing the Q3 sales report..
- **Behavior (B):** you interrupted Sarah twice while she was explaining her analysis, and then you changed the topic before she could finish."
- **Impact (I):** This made it difficult for her to share her full insight, and the team may have missed important context.

POSITIVE

- **Situation (S):** During the client call this morning
- **Behavior (B):** you took the time to restate the client's concerns in your own words and asked if you understood them correctly.
- **Impact (I):** This helped the client feel heard and built trust, which made them more open to discussing next steps.

ASK-TELL-ASK: FEEDBACK THROUGH DIALOGUE

ASK: “How do you think that went?”

TELL: Share your perspective clearly and constructively.

ASK: “What would you do differently next time?”

USE WHEN:

- You want the co-worker to self-assess
- Building psychological safety

EXAMPLES:

- “How do you think the presentation went?” “I noticed the flow was off after slide 4, we lost the audience a bit.” “How could you structure it differently next time?”

CONSTRUCTIVE FEEDBACK USING “EVEN BETTER IF” (EBI)

A way to offer improvement ideas without judgment:

- “This might be even better if...”
- “Have you considered trying...”
- “It could be more effective if...”

USE WHEN:

- Providing feedback on effort/work-in-progress or encouraging improvement without dampening motivation

EXAMPLES:

- “Your proposal was clear and concise. It might be even better if you included client quotes to support the key points.”

CRITICISM VS. CONSTRUCTIVE FEEDBACK: WHAT'S THE DIFFERENCE?

CRITICISM	CONSTRUCTIVE FEEDBACK
Person-focused	Behavior-focused
Vague or judgmental	Specific and direct
Backward-looking	Forward-focused
Disempowering	Supportive

WHAT MAKES FEEDBACK WORK AT UCI?

- ✓ Timely and ongoing — not just at review time
- ✓ Specific and observable — rooted in behavior
- ✓ Judgment-free and action-oriented
- ✓ Private when corrective; public when positive
- ✓ Linked to Align Key Behaviors:
 - Continuous Learning
 - Service Focus
 - Collaboration
 - Mission and Vision Focus





Remember, the **tone** and **context** in which these statements are delivered are **just as important** as the words themselves. It's always best to ensure that the feedback is delivered in a **supportive** and **respectful** manner.

WHAT IS MEANINGFUL FEEDBACK?

Meaningful feedback is timely, specific, individualized and constructive — and it involves the co-worker.



LET'S CHAT:

How often do you **provide** meaningful feedback to your co-workers?

How often do you **receive** meaningful feedback?

THE IMPORTANCE OF CONVERSATIONS

Gallup recommends managers have at least one meaningful conversation with each co-worker per week.

16%

of co-workers say the **last conversation** with their manager was **extremely meaningful**.

80%

of co-workers who report **receiving meaningful feedback** in the past week are **engaged**.



ONLY

20%

of **employees strongly agree** they have received **meaningful feedback** in the last week.

WF Q3 2022, U.S. Employees MOE ±1 point

TYING IT TOGETHER

- Empathy and Tone
- Practice sessions

MAKE FEEDBACK COUNT



Keep it current: Give feedback weekly tied to recent work.



Build on strengths: Recognize what's working and why.



Make it personal: Adapt feedback to individual preferences.



Tie feedback to Align behaviors to support:

- Results
- Engagement
- Vision

EMPATHY IN FEEDBACK: TONE MATTERS

- 1 Respectful
- 2 Timely
- 3 Relationship Preserving

What **tone** does this
feedback carry?

Would you **feel**
supported receiving
it?

GIVING FEEDBACK

Sarah is Morgan's manager. Morgan has been struggling to meet project deadlines, and the quality of his work has not been up to standards. Sarah is aware that Morgan has been dealing with some personal issues and wants to ensure the feedback is delivered in a supportive manner.

What can Sarah say that is honest yet empathetic, ensuring Morgan understands the seriousness of the situation while feeling supported to make improvements?



LET'S PRACTICE!

INSTRUCTIONS:

- Think of one direct report
- Script a short coaching conversation using any feedback model (SBI, Ask-Tell-Ask, EBI)

ADDRESS THE FOLLOWING:

- Clarify the expectation
- Acknowledge progress or gap
- Define next steps

REFLECTION PROMPTS:

- What tone will you use?
- How will you ensure it's constructive?



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TELL: Share your perspective clearly and constructively.

ASK: “What would you do differently next time?”

Use When:

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Examples:

- “How do you think the presentation went?” “I noticed the flow was off after slide 4, we lost the audience a bit.” “How could you structure it differently next time?”

“Even Better If” (EBI):

- “This might be even better if...”
- “Have you considered trying...”
- “It could be more effective if...”

Use When:

- Providing feedback on effort/work-in-progress or encouraging improvement without dampening motivation

Example:

- “Your proposal was clear and concise. It might be even better if you included client quotes to support the key points.”

SBI: Situation

Describe the specific situation in which the behavior occurred. Avoid generalities that can lead to confusion.

Behavior

Describe the actual, observable behavior. Keep to the facts. Don’t insert opinions or judgments.

Impact

Describe the results of the behavior. Describe exactly what happened and explain its impact.

HOMework

- Next Steps



Give one direct report feedback using one of the models we learned about today. Plan when and how you'll follow through.

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QUESTIONS/COMMENTS?

ONE CENTRAL PLACE FOR RESOURCES

- Leader Resource Series Webpage

LEADER RESOURCES

- Leader Resource Series webpage dedicated to housing resources for driving engagement
- Resources added after each session
- Always available and organized with busy manager in mind
- <https://hr.uci.edu/partnership/empowered/engagement-moments/index.php>

UCI Human Resources



EMPOWERED TO MAKE A DIFFERENCE

Home • How We Measure Engagement • Training Opportunities • Program & Events • Leader Resources

LEADER RESOURCE SERIES

Easy Solutions for Driving Engagement

The Leader Resource Series is a solution created in alignment with UC Irvine's and UCI Health's engagement goals of enhancing leadership capabilities and creating opportunities for professional growth and development. The series will help people leaders foster team engagement in easy and impactful ways.

The series includes five one-hour training sessions that focus on the main drivers of engagement, and how to use them to enhance engagement during the moments that matter most to co-workers. Attendance in the training sessions is optional but encouraged.

Each session in this series will be accompanied by resources that leaders can access anytime to drive engagement – both in everyday interactions, and during those pivotal moments that matter most.

THE 5 KEY DRIVERS OF ENGAGEMENT



PURPOSE



DEVELOPMENT



A CARING MANAGER



ON-GOING CONVERSATIONS



A FOCUS ON STRENGTHS

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