

Strategies for Providing Constructive Feedback in the Workplace

Name

Institutional Affiliation

**Memo of Transmittal**

The research was conducted by ..... All the information is rightfully mine, with the places borrowed references shown. I share my research with people interested in the theme.

### **Executive Summary**

The lifeblood of organizations is communication, which should be effective. Precisely, the employer, employees, and other stakeholders work as a team by sharing information. This study focuses on how organizations can establish constructive feedback mechanism. Definitively, a feedback is the response of the receiver to the sender. The literature-based study uses secondary sources, especially journals, to reveal the main ideas and concepts of providing a constructive feedback process. Markedly, the research discovered that response could help in defining the organization's level of success and its expectations. For it to be effective, the study must be positive, prompt, specific, directive, and focus on behaviors rather than people. Constructive feedback is systematic and monitored. In general, organizations should have a communication channel that is efficient and intended to serve all.

## **Introduction**

Communication within an organization is an essential element for the performance of the workers, employers, and the company at large. Pelgrim et al. (2012) noted there are various forms of conveying messages that leaders can use to seek information from the employees, for example, through writing, speaking, listening, and other non-verbal cues. The idea of this research is to examine how either the managers or leaders of organizations may provide constructive feedback strategies within their institutions. The term “constructive” has many facets, which means that the communication should address the behavior of people and be specific to the issues affecting the firm. In addition, an effective model of passing information should be private, prompt, and positive in suggesting the appropriate actions that can solve the noted problems. On the contrary, certain feedback mechanisms are destructive as they focus on the person rather than the behaviors given organization’s members. Furthermore, they tend to be general, public, negative, and slow with no proper solutions to the issues within the institution. Most importantly, this research reiterates on how the organizations in the United States of America may develop constructive feedback strategies in order to enhance their performance and growth. As a matter of fact, the occupational safety and health issues and legislation in the country are formulated and implemented to provide for the well-being of the employees. Precisely, revealing the constructive feedback strategies will benefit firms by improving the welfare of the employers and workers through positive feedback mechanisms.

## **Background of the Study**

The background provides a contextual understanding of where the research is taking place. In essence, it reveals some insights on why it is important to understand the strategies that either organization leaders or managers in the U.S.A. can use to provide constructive feedback in workplaces. Markedly, Neacșu (2015) mentioned that establishments in the U.S. are governed by several local and international legislations and regulations that fight to improve the well-being of the workers. Fundamentally, the personnel in most, if not all, organizations are exposed to situations that require their views and suggestions at some points. Kuvaas, Buch, and Dysvik (2016) claimed that all workplace occurrences require negotiation to allow the members discuss issues affecting either their progress or performance. One of the powerful tools of concession is instituting effective feedback to enable the employees and the employers to express their ideas and models of thinking. The argument is supported by Pelgrim, et al. (2012), who claimed that response is a vital tool for enhancing listening, teaching, and training within a workplace. Neacșu (2015) further stated that positive reaction within an organization has manifold impacts such as engaging the mutual problem-solving process, sharing information, and asking questions. It also creates a platform for listening and empathetically explaining issues before either agreeing or disagreeing. Moreover, the mechanism gives room for persuasion and literal thoughts that are communicated to other members of the organization. The study is based in the U.S., and as Koulouri, Lauria, and Macredie (2017) mentioned, many organizations in the country are not fully exploiting the benefits of response in enhancing the safety and health of the workers. Undeniably, the employees are often subjected to multiple risks and hazards that have potential negative impacts on their wellbeing. Therefore, the

employers in the U.S. will derive ideas from this research to create constructive feedback strategies to provide for the welfare of the workers.

### **Methods of Research**

The methodological part concerns the way that the study was conducted. It is a literature-based research that uses secondary sources, especially recent journals and companies' reports. The criteria for selecting the materials were to ensure reliability, currency, and validity. Markedly, reviewing the literature was done using Open Access, Science direct, Taylor, EBSCO, and Cambridge among other databases. It was necessary to ensure that the sources used were within the last five years and provided relevant information. The process of selecting the materials was also systematic and entailed the use of keywords such as negotiation, meaningful and constructive feedback, meetings, input strategy, employees' feedback, and communication techniques among others.

### **Literature Review**

Feedback is a vital element for all people within an organization. Neacșu (2015) mentioned that either supervisors or managers should conduct response mechanism in order to let people understand where the level of a firm's development and its expectations. The author added that the process unveils the goals and needs of the leaders, employees, and the overall organization. Cooper (2015) and Chiu (2015) also conducted a study in small-scale firms in the U.S. and realized that feedback is important as it indicates when things are either right or wrong. Markedly, the objective of a constructive feedback method is the provision of guidance and supplying of useful information to either support good behavior or redirect people on track.

Kuvaas, Buch, and Dysvik (2016) asserted that constructive feedback is mandatory when dealing with several situations such as discussion of the ongoing performance, provision of routine indicators, coaching of a follow-up, corrective guidance, and counseling on various behaviors. It is irrefutable that such issues affect the operations and overall productivity; thus, the communication model should be done in advance to avoid later consequences. According to Pelgrim et al. (2012), constructive feedback is imperative, especially when either error or unresolved problems recur. In addition, if the current organizational performance is below the expectations, and the behaviors of the employees are disturbing, it becomes crucial for the managers to establish a working feedback process. Neacșu (2015) noted the various elements of an effective feedback. As shown in figure 1 below, a constructive communication model must convey positive intentions that do not strike the emotions of the people. Moreover, its aim is to describe a particular behavior without generalization. The main idea is to provide solutions to what is affecting either the organization or the employees if not to mention other members of the group. Thus, it is necessary to reveal the consequences of the unwanted actions and behaviors and seek for the responses from the affected people.

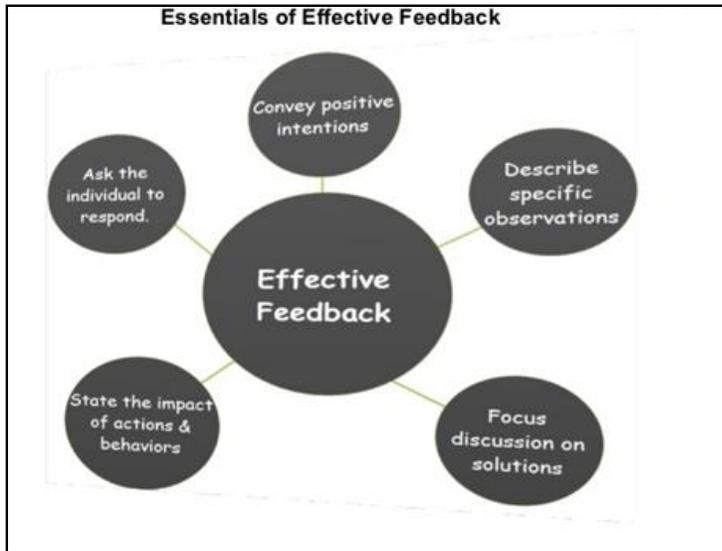


Figure 1: Elements of an effective feedback

Source: Chiu, 2015; Koulouri, Lauria, & Macredie, 2017

It is essential to create a systematic process to ensure that the overall feedback mechanism is effective. According to figure 2 below, first of all, it is necessary for the managers to build a rapport and trust within an organization. Koulouri, Lauria, and Macredie (2017) asserted that trust enables the members of an institution to work as a team within a particular place and time. Secondly, a scene has to be set by notifying the employees about the issues, observation, and objectives of the feedback process. Consequently, they become engaged and focused to participate as they understand their expectations. The other step is to seek for the perspectives of the workers, which could be done through open forums, meetings, notice boards, secret ballots, and emails among other methods. Kuvaas, Buch, and Dysvik (2016) supplemented that after clarifying the views of the members, the supervisors should specify the performance expectations by showing the gaps basing on the known indicators. Such steps provide information on how to close the breach and redirect the organization to the required

standards. Pelgrim et al. (2012) further noted that an effective feedback requires the development of action plans to enhance the commitment of the stakeholders. Most importantly, the overall process should be given support and monitored.

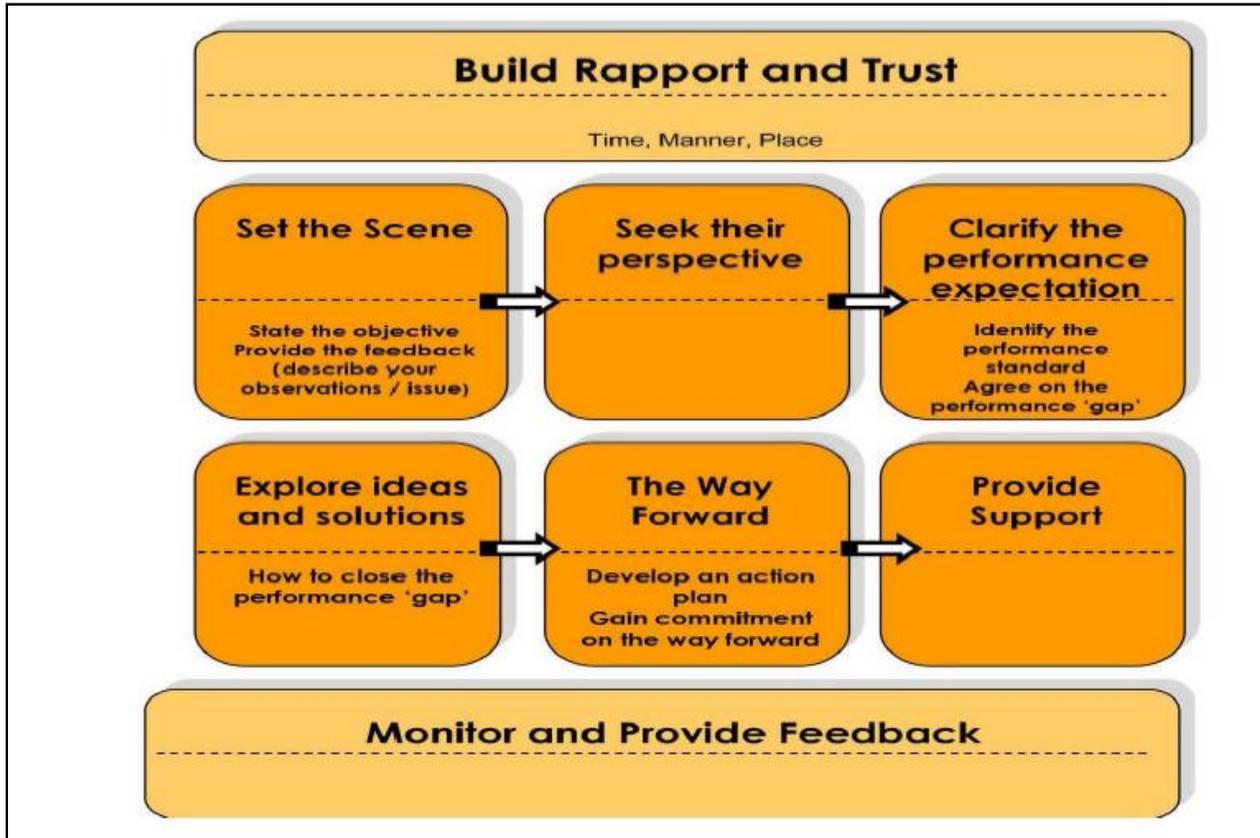


Figure 2: The process of constructive feedback mechanism

Source: Chiu, 2015

### Conclusion

Communication is mandatory within an organization. Information is shared and exchanged through speaking, writing, listening, and most importantly, feedback. Not all responses are effective; hence, this paper requires positive, prompt, and specific actions on communication and pays attention to behaviors rather than individuals. Notably, a well-laid feedback process allows organization’s managers to correct either

unresolved or recurring errors and improve the performance and behaviors' of the members. In essence, feedback is not a snapshot; instead, it is a systematic program that demands the cooperation between the employer and the employees.

### **Recommendations**

- Organizations should have a monitoring body that checks the efficiency of the response process and gives pieces of advise the employers and employees when needed.
- Firms ought to establish a unified culture that allows efficient communication and understanding of the needs and issues affecting all members.
- Organizations must be aware of the feedback load by critically selecting the main issues that affect the company at a time. Nonetheless, manifold problems might cause confusion and challenges when striving for improvement.

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