Providing Regular Feedback

From Avoidance to Alignment

Good (Morning/Afternoon) everyone. Today we are focusing on providing regular feedback, one of the most important and most avoided leadership skills.

This is not about formal reviews or disciplinary conversations. It is about the everyday feedback that keeps expectations clear and performance on track.

Most problems grow because feedback is delayed or avoided. Our goal today is to make feedback feel practical, timely, and part of your normal leadership rhythm.

Let's start with why feedback is non-negotiable.

Why Feedback Is Non-Negotiable

- **Employees cannot fix what they do not know**
- **Silence creates assumptions and anxiety**
- **Feedback connects expectations to performance**
- **Most performance issues are feedback gaps, not attitude problems**

Feedback is non-negotiable because people cannot meet expectations they do not clearly understand.

When managers stay silent, employees fill in the gaps themselves, and that usually leads to confusion, frustration, or anxiety. Silence is rarely neutral. It either signals approval or creates uncertainty.

Regular feedback keeps small issues small. It reinforces what is working, corrects what is not, and prevents surprises later. Most performance problems do not start as big issues. They grow when feedback is delayed.

At its core, feedback is not about correcting people. It is about giving them the information they need to succeed.

What Feedback Is and Is Not

Feedback Is:
- **Ongoing**
- **Specific**
- **Behavior-focused**
- **Two-way**

Feedback Is Not:
- **An annual review**
- **A surprise**
- **Personal criticism**
- **Only for problems**

This is where a lot of confusion shows up for managers, so let's slow this one down. First, let's talk about what feedback **is**.

Regular feedback is ongoing. It happens in real time, not once or twice a year. It is part of how you lead day to day, not a special event.

It is specific. Good feedback focuses on observable behavior, not assumptions or personality traits. People should clearly understand what you are referring to and why it matters.

Feedback is behavior-focused. It addresses what someone did or did not do, not who they are as a person. This keeps conversations productive instead of personal.

And feedback should be two-way. It is not a lecture. It is a conversation. Managers give input, and employees have space to explain, ask questions, and share what they need.

Now let's be clear about what feedback is **not**.

Feedback is not an annual performance review. Reviews summarize performance. Feedback shapes it throughout the year.

It is not a surprise. If something shows up in a review or a disciplinary conversation, the employee should already be aware of it because it has been discussed along the way.

Feedback is not personal criticism. When feedback feels personal, people shut down

or become defensive. When it stays focused on behavior and impact, people are much more open to hearing it.

And finally, feedback is not only for problems. If you only give feedback when something goes wrong, employees associate feedback with trouble. Positive feedback is just as important for reinforcing the behaviors you want to see repeated.

The takeaway here is simple. When feedback is clear, consistent, and focused on behavior, it becomes a tool for growth instead of something people fear.

The Cost of Avoiding Feedback

What Happens When Leaders Stay Silent

- **Small issues turn into big ones**
- **Employees feel blindsided during reviews**
- **Managers document too late**
- **Accountability breaks down**
- **Trust erodes on both sides**

When feedback is avoided, the cost shows up quickly, even if it is not obvious at first. Small issues turn into bigger ones. What could have been a quick conversation early on becomes a pattern of behavior that feels much harder to address later. Employees often feel blindsided. When feedback is missing all year and then suddenly appears in a performance review or corrective conversation, people are surprised and defensive. They may say, "No one ever told me this was a problem," and often, they are right.

Avoiding feedback also creates documentation issues. Managers realize too late that they need a record of conversations that never happened. This puts both the manager and the organization at risk.

Accountability breaks down when expectations are not reinforced. If standards are not consistently communicated, it becomes unclear what is acceptable and what is not.

And finally, trust erodes. Employees may interpret silence as indifference, favoritism, or avoidance. Over time, that damages the working relationship and team morale.

The key message here is that avoiding feedback does not keep the peace. It usually delays discomfort and makes the eventual conversation harder for everyone involved.

Types of Feedback Managers Should Give

- **Positive reinforcement**
- **Course correction**
- **Developmental coaching**
- **Expectation clarification**
- **Accountability follow-up**

One of the biggest mistakes managers make is thinking feedback only means correcting a problem. In reality, effective leaders use feedback for several different purposes.

First is positive reinforcement. This is about recognizing behaviors you want to see repeated. When people know what they are doing well, they are more likely to keep doing it. Silence here is a missed opportunity.

Next is course correction. This is the day-to-day feedback that helps someone adjust before something becomes a bigger issue. It is timely, specific, and focused on getting things back on track.

Then there is developmental feedback. This type of feedback helps employees grow their skills or prepare for future responsibilities. It is less about what went wrong and more about what could be done better next time.

Another important type is expectation clarification. Sometimes performance issues are not about effort at all. They are about unclear expectations. Feedback helps reset and realign what success looks like.

Finally, there is accountability follow-up. When feedback has already been given, follow-up reinforces that it matters. It shows that standards are not just talked about once and forgotten.

The takeaway here is that feedback should not be rare or one-sided. When managers

use all of these types consistently, feedback becomes normal, balanced, and much more effective.

Preview Details

This preview provides a **brief sample** of the *Interviewing and Onboarding That Actually Works* presentation. It is intended to demonstrate the **content style, structure, and instructional approach** of the full program.

The **complete presentation** includes:
- Full instructional content
- Guided participant discussion and activities
- Real-world scenarios and manager prompts
- Action planning and application exercises

To access the **full presentation**, please purchase the complete product.

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