

Q11.

In the last six months, someone at work has talked to me about my progress.

three x three

3 Facts

1. Only 3 in 10 people in Gallup's global database strongly agree that someone has talked with them about their progress in the last six months.
2. Success in this element of engagement is less about what happens at the formal PRD meeting but what happens *between* the formal sessions.
3. Groups in Gallup's top quartile on this item experience 10%-15% **higher productivity** and 20%-40% **fewer accidents** than bottom-quartile groups.

3 Characteristics of Effective Feedback

Strengths-based

Focus on building and improving strengths and managing weaknesses.



Engagement-focused

Ensure that your employee's workplace needs are met.



Performance-Oriented

Concentrate on making goals and outcomes clear, attainable, and objective.



3 Best Practices

1. Practice "challenge *and* support." Look for opportunities to provide challenge coupled with support to ensure success.
2. Operate more as a coach—motivating, guiding, and directing. Avoid micromanaging, which squelches feelings of autonomy and purpose.
3. Avoid the root canal. As Kim Scott, author of *Radical Candor* says, "Giving and seeking feedback should be like brushing your teeth – something you do regularly."



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