



**HR Outcomes Insights Playbook:
Improve Performance by
Focusing on Feedback**

Understanding the Theme: Feedback

Feedback refers to a two-way communication process of providing constructive information, observations, or comments to employees about their performance, behavior, or contributions. It serves as a tool for communication and improvement, helping individuals understand their strengths and areas for development. Effective workplace feedback fosters professional growth, enhances teamwork, and contributes to the overall success of an organization.



The Connection Between Feedback and Performance

- 1** Continuous Improvement: Constructive feedback identifies areas of growth, allowing employees to focus on and rectify them.
- 2** Confidence and Assurance: Positive feedback boosts morale and assures employees that they're on the right track, reinforcing behaviors that lead to higher performance.
- 3** Open Dialogue: A culture of continuous feedback promotes open communication, ensuring challenges are addressed promptly and innovations are encouraged.



How to Measure Impact

Insights highlight these themes on your HR Outcomes Dashboard to show you areas in your organization that are low in specific drivers or manager competencies.

Using this as a baseline, the next time an Engagement Survey with Drivers, Manager Effectiveness Survey, or Manager Effectiveness Review goes out, you can observe whether the actions you're taking have moved the needle.





Getting Executive Buy-in

For executive leaders, understanding the financial and strategic implications of continuous feedback, and how HR can make an impact, is crucial.

Direct Impact on Revenue:

Continuous feedback, when delivered effectively, helps employees focus their efforts and hone their skills in order to deliver better results.

According to Gartner, managers who focus on employee development and coaching are more likely to have high performers.

Operational Efficiency and Cost Savings:

When employees feel valued for the impactful work they're doing, they want to do more of it!

According to Achievers Workforce Institute, 69% of employees would work harder if they felt their efforts were better recognized.

Impact on Turnover:

Feedback, when delivered effectively and constructively, fosters a culture of open communication, recognition, and continuous growth. In such environments, employees feel valued and understood, which can directly reduce turnover as individuals are more likely to stay in roles where they believe they can learn, grow, and make a difference.



Recommendations for Taking Action

1 Manager Training

Managers play a pivotal role in creating a culture of continuous **feedback**. They need tools and knowledge to guide, support, and recognize their teams effectively.

Empower your managers with these feedback-focused **Transform Microlearnings**:

- [Driving Psychological Safety with Role Clarity](#)
- [Meaningful 1-on-1s: Goals, Growth, Feedback](#)
- [Recognition that Drives Engagement](#)
- [Hard Conversations Made Easier](#)

Best Practices

Encourage managers to apply their learnings in real-time and seek feedback on the training to that culture of continuous feedback that you're encouraging them to promote.

2 Weekly 1-on-1s

Prioritize regular 1:1 discussions between managers and direct reports, emphasizing recognition, constructive **feedback**, and feedback for redirection.

This allows for real-time feedback, course corrections, and celebrations, keeping performance front and center.

Best Practices

Managers can foster an open dialogue by preparing talking points that solicit feedback from direct reports. They can also ask direct reports for areas where they want more feedback.

3 Weekly Check-ins

While reviewing weekly check-ins, managers should focus on top priorities and actively comment on the highlighted challenges, providing **feedback** for recognition or redirection as needed.

Best Practices

For feedback to work well, it should be specific and actionable. Leverage examples of what to keep doing, what not to do, etc.

4 Best Self Kickoff

Not only does implementing a Best-Self Kickoff help you discern the **feedback** preferences of each employee, it also helps you establish psychological safety for future feedback opportunities.

Best Practices

Even if managers held a Best Self Kickoff when their employees onboarded, having another when they are 1+ years in role is a really valuable way to re-establish expectations around giving and receiving feedback.



Getting Manager Buy-in

Managers directly benefit from giving great feedback because it ultimately makes their teams more aligned to goals, open about issues, and motivated by recognition of their impactful work.

When managers embrace a focus on **feedback** they see the following:

Better Team Management:

Continuous feedback ensures that team members are aligned with expectations, reducing misunderstandings and conflicts. This makes the daily task of managing a team smoother and more efficient.

Achievement of Team Goals:

Effective feedback ensures that everyone is moving in the right direction. For a manager, this means the team is more likely to meet and exceed their targets, reflecting positively on the manager's leadership.

Retention of Top Talent:

A feedback-rich culture often leads to increased employee satisfaction. For managers, retaining top talent means less time spent on recruiting and training new team members, allowing them to focus on strategic goals.

Recommendations for Manager Engagement

- 1 Communicate early and often:** It's essential for managers to understand that this isn't just another task added to their already full plate. Emphasize the benefits of these actions not just for the organization, but for their teams and their own personal leadership journey.
- 2 Workshop the "Why":** Consider hosting a workshop or discussion session emphasizing the goal of improving performance by focusing manager actions on feedback. Highlighting case studies, telling stories that highlight what success looks like, and sharing real team data can make this more relatable.
- 3 Continuous Feedback Loop:** Encourage managers to share their feedback, challenges, and success stories as they embark on taking the recommended actions. This continuous feedback will not only help refine the process, but also emphasize their pivotal role in the initiative



Examples of Actions

Real examples so you can take action within 15Five today.

Check-in Questions

Learn more about adding questions to your check-ins in the [15five Help Center](#).

How could I do a better job communicating with you?

If there was one thing I could do differently to support you, what would it be?

As your manager, is there anything I should stop doing? Is there anything I should start doing more of or continue doing?

1-on-1 Talking Points

Coach managers to include talking points focused on feedback in upcoming 1:1s. Some examples from 15five's science-backed question bank include the following below. Learn more about adding talking points to your 1:1s in the [15five Help Center](#).



Do you have any feedback for me, your manager?



Is there anything I can do to make our 1-on-1's more valuable to you?



How could I do a better job communicating with you?



Best Self Kickoff

Learn more about holding a Best Self Kickoff in the [15five Help Center](#). Leverage our Best Self Kickoff template to prepare for a Best Self Kickoff.

Whats your preferred way to receive feedback?

- Face to Face
- In writing



Sample Communication to Managers

Subject: Boosting Performance: Let's Engage in Feedback Together

Dear [Manager's First Name/Team],

Exciting times ahead! As we continually seek ways to maximize our performance, a key theme has emerged for your team: Feedback.

As a manager, you're at the heart of this initiative. We've identified some key actions for you to take over the coming [timeframe] to improve our culture of continuous feedback:

1. Engage in Manager training by taking these micro-learning courses: Driving Psych Safety with Role Clarity, Meaningful 1-on-1s: Goals, Growth, Feedback, Recognition that Drives Engagement, Hard Conversations Made Easier
2. Hold Weekly 1:1s: Add talking points to your weekly 1:1's that encourage consistent feedback and open dialogue.
3. Conduct Weekly Check-ins: Emphasize team achievements and provide timely coaching.
4. Best Self Kickoff: Hold a Best-Self Kickoff to discern the feedback preferences of each person on your team.

You'll be able to track and complete these actions on your 15five homepage! Embracing this initiative is an opportunity to sculpt our organization's future and underscore your pivotal leadership.

Together, let's turn these actions into impactful outcomes!

Warm regards,
[HR Lead's Name]

