Providing Effective Feedback
to Guide Performance

Case Study 3

Instructions:

• Form groups of three
• Review the scenario
• Take turns role playing using the Value-Added Feedback model
  o Giving feedback (Unit Supervisor)
  o Receiving feedback (Joan)
  o Observing (Fly on the Wall)

Scenario

Joan is an Analyst with 10 years of experience who does not submit formal updates on key projects to you, her supervisor. You’ve been a little concerned about the lack of information, but so far it hasn’t been a problem. You received a complaint earlier today from one of Joan’s co-workers explaining that Joan told them she did not have time to meet with them or to hold meetings. You have noticed that Joan’s team is beginning to miss deadlines for the projects they are working on. You decided that you want to give Joan feedback.

Keep in mind the following:

• The background information in a case study is incomplete – just like the real world.
• You’ll need to make reasonable assumptions about unknowns.
  o When playing the “Unit Supervisor”, recognize that what worked before may not be working now, and that a change(s) may be required.
  o When playing “Joan” adopt the role and try and imagine who she might be and respond to the feedback appropriately.
• There is no “best” approach – successfully communicating your intent and moving toward getting the desired results is the objective.