



5 WAYS THAT HR TEAMS CAN BUILD AND NURTURE A FEEDBACK CULTURE



A motivated workforce is key to competing and winning in today's business environment and ensuring your organization is ready for tomorrow's challenges.

Today's market is a challenging one; technological innovation is happening at a faster pace than ever before, but [business productivity isn't keeping up](#). Given these conditions, every company must transform how they organize, align and develop their human capital in order to remain competitive long-term. The Betterworks Continuous Performance Management® Survey found that for HR teams, [building and nurturing a "Feedback Culture" is critical](#) to creating an environment that allows for open communication and continuous, transparent feedback at all levels of your organization.

When you have a Feedback Culture:



Priorities and progress are transparent to all



Managers provide timely, quality feedback to employees



Peer and cross-functional, 360-degree team feedback, is regularly solicited and shared



All employees have clear career development goals in each performance management period

1

Nurture an environment that supports open, transparent, and caring feedback—up, down, and across the entire organization

TO BUILD A CULTURE OF FEEDBACK:

Feedback is a gift. No matter what challenges a company is facing, people need to feel comfortable giving and receiving input. [Workplace studies continually reinforce](#) that trust is the top characteristic of a successful team. In order to build an environment of trust, people need to feel [psychological safety](#) within their work environments, which includes the ability speak freely [with their managers both about work and life in general](#).

2

Support your managers with tools and training to give and receive feedback correctly

Feedback should be motivational, not discouraging. The right feedback focuses on opportunities for career development. The wrong feedback makes people feel insecure in their work or deflated. The process of delivering feedback can be uncomfortable, so [HR needs to coach their managers around a tested, scalable, and repeatable feedback process](#). And having the right technology to back up the process is critical; HR leaders in the Survey desire technology to help them with:

Goals

A way for every person to capture career development and track progress

85%

Development and Feedback

A way for managers and employees to provide public recognition to employees in a way that can be included into periodic reviews

86%

Insights

A lens for HR and senior leadership to have visibility into the current performance and skills of every employee

84%

3

Make the performance management process as transparent as possible

Strong working relationships are built on transparent communication. It may be tempting to [falsely believe that anonymity gives your workforce license to speak freely](#), but [coaching managers to have regular, open conversations with their team members](#) is a far better way for your organization to glean the insights it needs on how best to keep everyone in the workforce motivated. To that end, here are three actions that HR teams can take according to the Survey:

Unmask the process and give increased visibility and transparency into the goals of the entire organization

83%

Give HR and senior leadership a lens into the performance and skills of every employee

84%

Give HR and senior leadership a lens into the career development plans of every employee

81%

4

Keep performance-related conversations continuous

Feedback needs to be timely and ongoing. It doesn't help people to rehash a mistake they made 5 months prior in an end-of-year review; instead, focus on building the muscle of regular, frequent conversations between managers and their reports. HR has an important role in this process.

Overall, the Managers in the Survey held an overwhelmingly positive opinion of HR's role in key activities:

HR does a great job when it comes to recruiting new members of my team

75%

HR does a great job supporting me in crafting professional development goals for each of my team members

61%

HR does a great job supporting me in managing the performance of each of my team members

65%

5

Get the right technology to back up your processes

Part of the beauty of developing a feedback culture is that the insights gleaned from these conversations can not only empower employees and managers, but the organization on the whole. But in order to do so, you need a system that captures these conversations, tracks progress towards goals, and enables HR and leadership to apply insights from the process to critical strategic initiatives. And it's not just HR leaders who are hunting for these solutions:



84% of people managers surveyed are [actively looking to HR provide them with technology to help them improve as managers](#).