

## **Effective Feedback Outcomes** **Student Leader Learning Outcomes (SLLO) Project**

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### **Definition of Effective Feedback:**

Effective feedback is a forum for open, constructive communication to an individual or group regarding how their behavior and performance have impacted others. Feedback is most effective when it is given as often as necessary (not just during annual performance evaluations, etc.) and is built into the culture of an organization.

### **Key Components of Effective Feedback:**

Approachability  
Timely/Appropriate  
Preparation  
Descriptive/Specific  
Objective  
Active Participation  
Developmental and Constructive

### **Outcomes**

All parties work to:

- create an environment that is conducive to giving and receiving feedback.
- take timing and context into account when giving or receiving feedback.
- prepare for feedback sessions.
- constructively evaluate actions with specific, detailed information.
- provide clear, nonjudgmental, and direct feedback by describing the situation, the behavior, and the impact.
- be cognizant of body language, tone of voice, speaking manner, word choice, and eye contact both of self and others in the feedback conversation.
- actively listen during feedback sessions and be attentive to the response of the individual giving or receiving feedback.
- generate alternatives for continuation or improvement of actions based on feedback.
- enhance confidence, accountability and interpersonal skillsets

### **Other Useful Rubrics Related to this Topic:**

Interpersonal Communication, Verbal Communication

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**Resources**

- Atwater, L., Roush, P., & Fischthal, A. (1995). The Influence of Upward Feedback On Self- And Follower Ratings Of Leadership. In *Personnel Psychology* (Vol. 48, Issue 1, pp. 35–59). Wiley. <https://doi.org/10.1111/j.1744-6570.1995.tb01745.x>
- Atwater, L. E., & Waldman, D. A. (2007). *Leadership, Feedback and the Open Communication Gap*. Psychology Press. <https://doi.org/10.4324/9780203810101>
- Brutus, S., & Manoogian, S. (1997). The art of feedback. *Leadership in Action*, 17(3), 8-10. Greensboro, NC: Center for Creative Leadership.
- Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam Books.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review*, March-April, 1-15.
- Kevin Kelloway, E., Barling, J., & Helleur, J. (2000). Enhancing transformational leadership: the roles of training and feedback. In *Leadership & Organization Development Journal* (Vol. 21, Issue 3, pp. 145–149). Emerald. <https://doi.org/10.1108/01437730010325022>
- McCauley, C.D., Moxley, R.S., & Van Velsor, E. (Eds.) (1998). *The Center for Creative Leadership handbook of leadership development*. San Francisco: Jossey-Bass and the Center for Creative Leadership.