Experience indicates that having at least two annual feedback meetings increases the bond of trust between boss and employee, and therefore increases the performance and the perception that the employee has of his or her work environment. The ability to give feedback, and establish a space for dialogue where the team is not afraid of making mistakes, is key in performance management. Together with setting clear goals, it makes a difference in the management capability of two leaders within the same company and in neighbouring offices. However, its importance is often underestimated and in many cases people can spend years before receiving any kind of feedback, be it good or bad. In testimonies about their career, many successful entrepreneurs and even renowned athletes declare that when they felt that they had really changed their development trajectory, it occurred after having such conversations; when a client, a manager or a coach told them: "You know what? You are not living up to your potential," or "This could have come off much, much better if you had done x, y, z, or asked any other person about it."

Frequency

Feedback has the power to positively influence the performance and motivation of people when it is included as an active part of communication, whether it is to correct, improve or congratulate. Likewise, it can be related to the concept of the "master leader" mentioned by Sydney Finkelstein, prolific author and recognized for its effectiveness in giving advise to dozens of large corporations on leadership and strategy issues. According to him, teaching is one of the best ways to motivate people and improve their performance. "I have spent more than 10 years studying world class leaders to determine what differentiates them from typical leaders. A big surprise was the extent to which these top managers emphasize the continuous individual and intensive mentoring, either in person or virtually, of those employees who report directly to them, in the course of their daily work." (1)

Those who have feedback and make it a daily and improvement practice have always outstanding results. Because to be more effective and to feel fulfilled at work, one needs a deep understanding of what is the impact that one is generating on others and to what extent he or she is achieving objectives. The main reason why people find it difficult to give and receive feedback is not the lack of competence to do it but the frequency. The latter is important because it reduces emotional risks over time until team members feel comfortable listening to tough truths.

FEEDBACK

No manager wakes up in the morning saying: "I'm going to have 6 difficult conversations today." In fact, it is well known that the majority tries to avoid them. However, feedback is a powerful tool that can improve the performance of both staff and a whole team, and even the performance of a company facing its customers.

Positive Culture

Happy employees perform much more than those who are not. According to different studies of organizational performance, happiness at work has nothing to do with contentment but with the idea of thriving. Motivated and prosperous employees are those who, in addition to being satisfied and being productive, are committed to creating the future, that of themselves and that of the company. In this sense, feedback is fundamental because it creates opportunities for learning; In addition, it eases feelings of uncertainty and keeps people focused on their personal and organizational goals. The faster and more direct, the more useful it is. Negative or directive feedback provides guidance, which makes people become, over time, more

confident about their behaviour and their competence. In addition, positive feedback is a great motivating factor. High-performance teams share almost six times more positive feedback than average teams. However, it is not enough for only a few to practice it; feedback must not be the result of a relationship between peers, but rather the result of an entire organizational culture; otherwise, even the best in giving feedback to their teams will abandon the practice if the environment does not support it. On the other hand, those who are not interested or trained to give or receive feedback will participate in the process if the whole environment is rich in feedback. According to Joseph Grenny, bestselling author of the New York Times and social scientist for business performance, one can predict

to a large extent the health status of an organization by measuring the average delay time between identifying and debating on the problems. How to build a culture rich in feedback then? Ed Batista, executive coach and professor at the Stanford Graduate School of Business, points out four key factors that are detailed below: safety and confidence, balance, normality and personal responsibility. (2)

1 **Creating Environments based on Security and Confidence**

There is a close link between positive emotion and performance, which is why it is important to promote spaces of dialogue and trust where employees feel cared and respected, to ensure that they learn from comments instead of becoming defensive. This does not mean avoiding confrontation but being very in tune with the willingness people have for a challen-

(1) https://hbr.org/2018/01/the-best-leaders-are-great-teachers.html

(2) http://www.edbatista.com/coaching-and-feedback-tools-for-leaders.html

ge and their emotional state in a given interaction.

To generate security and confidence, it is necessary to know and develop the ability to speak about emotions, because feedback inevitably generates difficult feelings. When we can talk about our shame, disappointment, frustration and even anger, culture is sufficiently safe and robust to handle real feedback.

2 Setting a Balance of Positive and Negative Feedback

Highlighting and focusing on strengths helps generate a sense of achievement and motivation. According to a Gallup survey (3), 67% of employees whose managers focus on their strengths are fully engaged in their work, as opposed to 31% of employees whose managers focus on their weaknesses. If, as an honest critic, negative or corrective feedback encourages learning, positive feedback, on the other hand, promotes personal development, which is why both are necessary.

The leader must not only offer positive feedback from great achievements or merits, it is also advisable for him or her to recognize and thank the collaborators for behaviours they want to encourage, no matter how small they might be. It is also important to praise the effort and not the skills. An research by Stanford psychologist Carol Dweck suggests that praising persistent efforts, even in failed attempts, helps build resilience and determination, while praising talent and skill generates risk aversion and increased sensitivity to setbacks .

3 Make Feedback become something Normal

To become an organic part of the culture of a company, feedback should not be limited to the instance of a performance assessment, a workshop or a training session. It must be part of the day to day of a team; otherwise the desired behaviours will not be incorporated. It is not necessary to put together a special occasion to provide

feedback; it can be five minutes or even a chat over a cup of coffee. In some companies, regular group feedback dynamics are generated. It is very useful because it does not allow too much room for a defensive attitude (feedback antibody) in cases where constructive criticism or correction is given. As those who experienced the problem caused, there is no convincing argument possible on behalf the one who is being given feedback to explain or justify his or her actions. Then, the person is more permeable to receiving comments.

So that employees do not feel overwhelmed by constant feedback, the leader can give them the possibility to actively share how they do their work. Based on respect, this helps to develop a context in which feedback is energizing and promotes growth.

4 Personal Responsibility

To promote a culture rich in feedback, leaders must take responsibility for learning and improving in their feedback practice. They must show their teams that they do what they preach and that they want to be better every day in it. For that purpose, it is important to be transparent: collaborators, colleagues and executives should know that they have the goal of being better at giving and receiving feedback. Furthermore, if leaders want feedback to be part of the culture, they must ask for it, not wait for someone to actively give it to them. Asking for feedback is something that very few leaders do and, generally, while things are going well they do not accept being told something about how to be better. ◢

(3) http://news.gallup.com/businessjournal/182321/employees-lot-managers.aspx