

## Performance Management Tool: Facilitating Developmental Feedback

Foster Growth. Download the interactive manager guide "[Facilitating Developmental Feedback](#)" (use the embedded version in this document for accessibility).

### Understanding what developmental feedback is

Development feedback provides employees with information that can be used to effectively improve their skills and abilities, and it varies from constructive feedback in 5 key ways.

1. Focus is on future behaviors, knowledge, skills, or abilities to reach career goals
2. The intent is to align on performance needs and support to reach career goals.
3. The timeline is future-focused.
4. The leader's role is a coach and mentor.
5. Documentation is an individual development plan to formalize if needed.

### Understanding the leader preparation that is involved

Before the feedback session, reflect on the questions below and prepare your thoughts. Consider the following as you prepare for a development conversation.

- How can I frame the conversation around what matters most to this employee?
- What areas has the employee shared they would like to develop?
- What areas do I see the employee develop?
- How can I use this conversation to solicit feedback on how I am doing as their leader?
- How can I begin incorporating two-way feedback into this conversation and/or my team culture?

### Understanding the developmental feedback model, GROW

The **G.R.O.W model** is proven to help leaders provide effective developmental and constructive feedback. It allows you to gauge the employee's perception and calibrate on the path forward.

**Directions:** Use the questions below to facilitate a GROW development conversation.

#### G- Goals

- Considering your future, what would you like to do more?
- Where do you see your future within this organization?
- What areas do you want to develop?

#### R- Reality

- What do you like about your current role?
- What skills do you think you need to work on to obtain your goal?
- How would you assess your current level of readiness?

#### O-Options

- What learning opportunities will help you develop that skill?

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- How can you best develop this skill/ prepare for this role?
- How can I support you?

### W-Will

- What specific actions will you take?
- When will you start?
- When should we follow up on progress?

## Understanding USC's Development Resources.

Keep informed of the available development resources that are available for USC employees.

- [Individual Development Plans](#): Use this form to create a thorough development plan.
- [Job-Specific Training](#): Visit this website to learn more about USC's job training resources.
- Visit External Resources like [YouTube](#) to identify development videos to share with others (leadership, professional skills, etc.).
- Identify job-shadow/ project opportunities to develop skills and abilities.
- Attend a formal training program offered through USC (information below).

## Access additional learning resources

1. Play this video: Creating a Coaching Culture. Link [Create a Culture of Feedback](#)
2. Play this video: The GROW Model. Link [The GROW Model](#)

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