

Quick Tips

GIVING FEEDBACK ON PERFORMANCE:

Constructive Criticism is given to inform the person of his/her behavior and the effect it has on others. It:

- Should be done in private with only the person involved.
- Should be given when the receiver is
 - a) least defensive and most open to receiving it;
 - b) close to the time the inappropriate behavior was made, not weeks later;
 - c) when the list of concerns is small, not a long list which may overwhelm the individual;
 - d) and, when you are honestly trying to help the person improve, not to punish them.
- Should be specific and descriptive of the behavior and your feelings about how the behavior has affected you; it should be directed toward behavior which the person has some control over.

Recognition is given to reward the person for his/her efforts and encourage them to continue. It:

- Can be given in private or public settings. Public praise may also encourage others to continue their efforts, but be careful to be *consistent* with recognition to all members of the group.
- Should be given when the person has
 - a) done something deserving praise;
 - b) worked hard for the organization;
 - c) when the person has completed a task that was difficult or time-consuming;
 - d) when the person is feeling down and needs some motivation (there are many other reasons too!)
- Can be given in more than a 100 ways including a "Thank You" note, a smile, or a box of cracker jacks.

Leader Hints:

are available on the following topics

- Agendas
- Advising Groups
- Budgeting
- Co-Sponsorship
- Community Service
- Conflict Resolution
- Constitution and Bylaws
- Delegation
- Difficult Members
- Elections
- Event and Program Planning
- Fundraising
- Goal Setting
- Group Performance Evaluation
- Icebreakers
- Individual Evaluation
- Meetings and Minutes
- Motivation
- Newsletters
- Officer Transition
- Parliamentary Procedure
- Publicizing Events
- Recruiting New Members
- Retreats
- Starting a New Organization
- Stress Management
- Team Building
- Time Management

Leader Hints is a publication of the University of New Mexico Student Activities Center. Copies are available at the Student Activities Center, SUB Room 1018. For more information, call 277-4706.

Some of the information in this brochure was compiled from leadership materials from the University of Texas at San Antonio and the University of Kansas.

Leader Hints

Leadership Development Tips
for Student Organizations

Individual Evaluations



List each task, job responsibility, and expectation separately and rank the individual's performance.

Suggested ranking:

- 5 =Excellent performance, surpassed all expectations
- 4 =Performed above expectations
- 3 =Performed at average level, reached minimum expectations
- 2 =Performed below expected level, but attempted to reach expected level
- 1 =Poor performance, did not attempt to reach Expectations

It is important to give comments on specific behaviors. What behaviors were excellent and should be continued? What behaviors did not allow the individual to meet expectations or complete responsibilities? If a score below 3 is given, comments should include suggested ways to improve behavior.

Giving and receiving feedback on performance can be difficult for both persons involved. Use this checklist when planning an **EVALUATION SESSION:**

- Allow the individual to reflect on his/her own performance by beginning with "How did your year/semester go?" and other questions that will get them talking about the things they have done.
- The feedback given should not be a laundry list of all the bad things they've ever done. (You should be communicating with officers and members as things happen, trying to correct inappropriate or ineffective behaviors and reinforcing effective practices with praise.)
- Allow the officer/member to give feedback to you on both your performance and the group's.
- Use this time to reevaluate job descriptions / tasks / expectations.
- Reduce tension by finding a comfortable place; by avoiding "blame," by remembering positive reinforcement is as important as corrective feedback, and by listening to what the person has to say without becoming defensive.

<u>Job Task / Responsibility / Expectation</u>	<u>Score</u>	<u>Comments</u>