**Performance Feedback**

Are you unhappy with something going on in your department?  Is someone under-performing, less than collegial, displaying difficult behavior?  Feedback, while tough sometimes, is an important part of the role of the Chair.  Never document underperformance or incivility without talking with the individual *so that they have the opportunity to improve*.  Getting an annual evaluation full of negative feedback they have never heard before can lead to suspicion, resentment, and anger, and usually a visit to the Dean’s office.  And giving praise in the moment can improve trust, communication, collegiality, and the climate as a whole.  Regular praise/criticism that’s documented will also make the annual review easier for you.

Here is a quick tip for giving meaningful feedback:  The QNI Method

**Q – Quote It –** quote what was said or describe the behavior that you observed (as if mirroring).

Example:  “You responded to the criticism on your research very well, without getting defensive .”

Example: “You rolled your eyes after that student asked you a question.”

**N – Name It –** name the skill/behavior that was observed (underlined below).

Example:  “That was a great example of your ability to listen and respond with civility.”

Example: “That isn’t the expectation we have for respectful student service”

**I – Impact –** describe the impact of what they said or their behavior; **or** ask the employee what they think the impact was on the student, their colleague, etc.

Example:  “It was obvious by that critic’s reaction that she felt understood and pleased that you were willing to make some changes.”

Example: “As a result, the student looked away and was embarrassed.”

*\*Be sure each aspect of the* QNI *is specific, and without your assumptions/interpretations!*

This may be difficult at first if it’s not the norm in your department, however, work through the resistance until it is the norm.  The payoff will be worth the effort.

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This is a part of a series of monthly tips from the NDSU Ombud to assist you in preventing, managing and resolving conflict in your department, and keeping Chairs out of the “hot seat”.  Contact Kristine at any time to discuss any issues you are experiencing.