

Training programme: Providing feedback and evaluating on a daily basis

"From Feedback to Feedforward"

Learning Objectives

The seminar is for managers who provide feedback to their employees and colleagues. The seminar is designed to achieve the following learning goals:

- To promote understanding of the importance of providing feedback and in what cases it is necessary;
- Enhance knowledge of the basic principles of providing feedback - how to say effective praise, judgement or criticism;
- Raise your confidence in your ability to provide constructive and motivating feedback and your ability to deal with others' reactions in difficult situations;
- Promote self-development by understanding how to ask and receive feedback about your actions.

Training program

In order to achieve the training goals, the following topics are included:

- Benefits of providing feedback to the company, its provider and the recipient
- Preparing for feedback:
 - Defining the purpose of the conversation
 - Reflection of facts and evaluation of assumptions
 - Selecting the time of the conversation
 - Formulation of key messages
- Structure and focus of conversation during feedback:
 - Starting a conversation
 - Listening and asking skills
 - Coaching skills elements
 - Closing the conversation
- How to "cope" with more frequent challenges and employee reactions to difficult situations
- How to encourage colleagues to provide feedback to managers and to each other
- Providing feedback as a part of the company's culture and processes.

Training methods

Participants of the seminar will learn the theory of management and the latest research in this field, supplemented with practical examples from the teacher's experience. In order to strengthen the gained knowledge, participants will have to play role-playing games. Participants will be encouraged to share their thoughts and analyse their daily experiences and situations, and to learn from each other. In addition, each participant will receive feedback from both the instructor and other participants to understand the strengths of each one and to increase self-motivation.

Organization of the seminar

- To create an interactive training environment, the maximum number of participants in a seminar is 12.
- In order to match the role play situation as close as possible to the ones in the company, meeting is organised with the managers before the training to discuss the most challenging issues.

Facilitator



Maija Dobele is an expert in personnel management, development and training of organizations and their employees. She has gained experience both as a management team in HR management in companies during their growth and change periods, as well as managing training for different levels of employees and advising companies on training, remuneration, assessment systems, selection and development of management team.

Maija has a Bachelor's degree in Economics and Business Administration from the Stockholm School of Economics in Riga, as well as a Master's degree in Business Administration and EU Law at Lund University. In addition, she has mastered the methods of coaching, team supervision and systemic work with organisational systemic dynamics .

Maija has been a trainer in providing feedback for a number of companies, and has gained practical experience in introducing or improving employee evaluation and development processes with feedback elements in companies such as Ernst & Young and LIDO.

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