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**Title: Providing and seeking feedback in the workplace**

Providing feedback is one of the most widely accepted and applied psychological interventions. The assumption that giving feedback to employees is beneficial for individual and organizational performance is also widely supported in organizations. Therefore, providing feedback to employees lies at the heart of a wide range of costly performance management tools in organizations. However, contrary to common sense beliefs, meta-analytic evidence shows that feedback interventions do not produce unequivocal positive effects on performance.

As a result, several research streams examining the underlying dynamics of feedback processes have emerged. One stream of feedback research has acknowledged that employees do not passively wait for feedback, but that employees themselves can initiate feedback interventions by actively seeking performance feedback. A second research stream no longer looks at single feedback interventions, but examines the overall feedback environment, which is conceptualized as a continually changing dynamic system that is shaped by the continuous interactions between feedback recipient and provider. A third research stream pays specific attention to how employees cognitively process the feedback received and how they evaluate the veracity and utility of the feedback message, and decide to respond to the feedback message.

I will discuss recent developments in each of these research streams and will also pay attention to my own work in these areas. Together, these three lines of research paint a complicated and challenging picture of the feedback process but also identify new strategies for enhancing feedback interventions and point to currently underexplored areas.