

Introduction

Although performance feedback has long been recognized as a cornerstone of effective instruction, its role in motivating individuals and groups to perform at peak levels is less well known. Recent research has documented that teachers, parents, coaches, managers, and administrators can more effectively motivate others when they systematically employ performance feedback.

One advantage that performance feedback offers is that it focuses people's attention on their own improvement, allowing them to develop a sense of pride in their achievements. This sense of pride helps to maintain their efforts and can facilitate transfer to new challenges. However, to use feedback effectively, one needs to understand and apply the principles that govern its successful application. This book presents a program designed to help instructors and students to become more skillful in using this powerful motivational tool.

How To Be a Better Instructor and Manager

Almost everybody would like to be more effective in helping people they care about to show improvement and growth in important facets of their lives. For example, most people would like to more effectively teach children, students, and employees to learn a sense of responsibility, to have good work habits, to cooperate with others, and to take satisfaction in a job well done. In an increasingly competitive world, these characteristics can be expected to take on greater importance if individuals are to preserve their standard of living. This manual is designed to teach you how to use feedback as an effective means of prompting and strengthening productive behaviors. Exercises included in the manual provide an opportunity for you to begin practicing the use of feedback almost immediately.

The techniques presented in this book are based on decades of careful research conducted in real-life settings. Much of that research was conducted by parents, teachers, community leaders, and employers whose chief interest was getting results rather than testing a theory. In most cases people who have tried these techniques have been amazed at how powerfully they have been able to produce large and sustained changes in behavior. Knowing how to use feedback is particularly important to persons who are reluctant to use monetary or tangible incentives to increase desirable behavior and to persons who

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