

Repositório ISCTE-IUL

Deposited in *Repositório ISCTE-IUL*:

2024-01-24

Deposited version:

Other

Peer-review status of attached file:

Unreviewed

Citation for published item:

Dello Russo, S., Mirfakhar, A. S. & Miraglia, M. (2021). Evidence based recommendations on feedback practice: A systematic literature review. In Sonia Taneja (Ed.), *Academy of Management Annual Meeting Proceedings 2021*. (pp. 13225).: Academy of Management.

Further information on publisher's website:

[10.5465/AMBPP.2021.13225abstract](https://doi.org/10.5465/AMBPP.2021.13225abstract)

Publisher's copyright statement:

This is the peer reviewed version of the following article: Dello Russo, S., Mirfakhar, A. S. & Miraglia, M. (2021). Evidence based recommendations on feedback practice: A systematic literature review. In Sonia Taneja (Ed.), *Academy of Management Annual Meeting Proceedings 2021*. (pp. 13225).: Academy of Management., which has been published in final form at <https://dx.doi.org/10.5465/AMBPP.2021.13225abstract>. This article may be used for non-commercial purposes in accordance with the Publisher's Terms and Conditions for self-archiving.

Use policy

Creative Commons CC BY 4.0

The full-text may be used and/or reproduced, and given to third parties in any format or medium, without prior permission or charge, for personal research or study, educational, or not-for-profit purposes provided that:

- a full bibliographic reference is made to the original source
- a link is made to the metadata record in the Repository
- the full-text is not changed in any way

The full-text must not be sold in any format or medium without the formal permission of the copyright holders.

Evidence Based Recommendations on Feedback Practice:

A Systematic Literature Review

ABSTRACT

Literature on feedback, and particularly feedback quality, has burgeoned over the past quarter century. This is especially relevant for practitioners who are turning to feedback as a remedy and solution to improve performance management. Within this scope, we aimed to uncover how research can best assist practice on feedback and contribute to rigorous, evidence-based management. To this aim we conducted a systematic literature review of the practical implications contained in feedback studies. Our pool of retained articles (N=120) allowed us to shed light on several aspects, namely why recommendations are offered, what recommendations are endorsed, when and where the recommendations are most applicable, to whom those are addressed, and how they are framed by researchers. Based on our findings, we summarize the main practical implications on feedback that scientific research has to offer to practitioners; highlight areas where research is still needed and derive an agenda for future feedback studies; offer recommendations to researchers on how to pay attention, craft and enrich their practical implications sections.

Keywords: Feedback; feedback quality; systematic review; practical implications; evidence-based management