

# FOUR STEPS TO EFFECTIVE FEEDBACK

Improvement comes from understanding objectives, and knowing specifically what works and what doesn't in trying to achieve those objectives. Facts are good; opinions counter-productive. Specificity leads to choices and speedier improvement. Use this template to plan effective feedback, especially when facing a difficult situation.

<p>1. Put the person at ease –</p> <hr/>	<ul style="list-style-type: none"> <li>• Ask permission to give feedback</li> <li>• Choose a suitable moment</li> <li>• Provide feedback in private</li> </ul>
<ul style="list-style-type: none"> <li>• Stick to observable facts</li> <li>• Avoid judgment, opinions and comments about attitude, personality or intentions</li> <li>• Avoid absolutes (e.g., never, always, constantly)</li> </ul>	<p>2. Describe the <b>specific, observable</b> behavior –</p> <hr/> <hr/>
<p>3. Explain the <b>impact</b> on you personally or the company –</p> <hr/> <hr/>	<ul style="list-style-type: none"> <li>• Describe specifically how the behavior promotes or hinders desired results</li> </ul>
<ul style="list-style-type: none"> <li>• Seek confirmation - you may not have the whole story</li> <li>• Seek understanding – simple confusion is common</li> <li>• Seek help - involve other person in identifying options</li> </ul>	<p>4. Work together to determine next steps –</p> <hr/> <hr/>

***Build trust with honesty, careful listening, and a focus on solutions, not blame.***

***Provide positive feedback often and to set context for constructive feedback.***

***Don't guess; it's dangerous. Remember that thoughts, attitudes and abilities are invisible.***