GIVING FEEDBACK STEPS AND STRATEGIES

Steps	Actions	Scripts	Example
Prepare for the Meeting	• Focus is on positive outcomes and a collaborative conversation • Ensure that <u>you</u> are prepared with information, ready to listen actively and willing to take the needed time • Establish a timeframe and stick to it	• *I noticed that in the meeting today…let's set up some time to debrief & discuss what went well, where improvements can be made…* • *Can I give you some feedback?* • *I appreciated the good work you did & want to tell you exactly why it was excellent…*	*As part of our 1:1 today, I'd like to take 5-10 minutes to discuss some of the "unwritten rules" of teamwork here at ABC…*
Explain the SITUATION	• Let others know the purpose of the meeting -- clarify the reason for conversation and the best outcomes for the conversation	• *I'd like to have a conversation with you today about… And, the best outcome is that…* • *I'm hoping that we can discuss…and come to some agreements/understanding/strategies*	*…My hope is that by the end of our conversation you have a better understanding of what we value on a team and ideas for how to strengthen your contribution not only to our team, but also to the organization as a whole.*
Describe the BEHAVIOR	• State what you have observed in specific non-judgmental terms • Support claims with observations, examples, impact • Put the goal or task at center and not the person or personalities	• *When you…* • *When you said…* • *This is what I saw…* • *I have noticed that…* • *Here are some examples…*	*Yesterday in the team meeting, I noticed that you became impatient with our new employee, Joe. When he offered some ideas for how to speed things up and save time/money, you cut him off and said, " Yeah – we've heard this all before…every new guy says the same thing…"*
Describe the IMPACT	• Explain the effect the behavior had on others, results • Make it relevant to the situation	• *It's a problem because…* • *It's valuable because…* • *The impact to the client, customer, team is…* • *As a result…*	*…Joe immediately clammed up and didn't offer another suggestion or input the rest of the meeting.*
Discuss (or explain) DESIRED OUTCOMES	• Listen more than talk • Use questions to seek understanding • Remain open to the others' perspective • Listen for their version of reality • Identify actions and commitments	• *What is your take on the situation?* • *Tell me about how you came to this decision (what's behind the behavior or action, where you stand, etc.)?* • *What else could you do?*	*…What was behind your comments? What impact do you think this will have on Joe? On the team? As a team leader, we look to you to model our values of creativity, continuous improvement and teamwork. Let's discuss what actions you might take in the future to ensure that everyone has a voice in our group meetings.*
Make AGREEMENTS and Follow Up	• To build in accountability • To demonstrate consistency and support	• *Here are the action steps I heard you say you would take…* • *I will follow up with you to check in on…* • *You can count on me to…*	*I think your idea to build a roundtable into our agenda is a good one, Taking a beat and letting others speak before jumping to solutions is another way to signal collaboration. You can count on me to observe the next meeting and let you know what I saw…*

RECEIVING FEEDBACK STEPS AND STRATEGIES

When asking for, or receiving feedback;	• Ensure that you are prepared to listen actively • Ask for suggestions, clarity, examples for how you can improve, enhance • Show appreciation for feedback • Avoid defensiveness • Take feedback seriously and use it to inform future tasks, behaviors, and actions!		
Steps	**Actions**	**Scripts**	**Example**
Explain the SITUATION	• Let others know the purpose of the meeting -- clarify the reason for conversation and the best outcomes for you and for your work	• *I'm hoping that we can discuss...and that I leave with some guidance and clarity for how I move forward...*	*Jane, thanks for the meeting about the newsletter communication today. I know you are busy, The deadline is Friday and my revisions don't seem to be hitting the mark. Can we discuss how I can best meet your expectations for this high profile, time sensitive project? I want to make sure I get it right now, and gather some suggestions for future articles.*
Describe the BEHAVIOR	• Put the goal or task at center and not the person or personalities • Bring examples, observations, pointed questions	• *When you...* • *When you said...* • *This is what I saw...* • *I have noticed that...* • *Here are some examples...*	*I have your recent suggestions here. However, I get them so late in the day - @ 7:30 when I am putting the kids to bed, that I can't act on them, and then it's hard to catch up with you to discuss when your schedule is so jam packed.*
Describe the IMPACT	• Explain the effect the behavior has on you, the results • Make it relevant to the situation	• *The impact to me is...* • *The impact to the client, customer, team is...* • *As a result...*	*U-Comm won't accept this piece any later than Friday at noon. Can we squeeze in a few appointments between e-mail revisions today and tomorrow so I can get suggestions and feedback directly from you? I want to get this right & ensure that I have a good plan for the next one.*
Discuss (or explain) DESIRED OUTCOMES	• Use questions to seek understanding • Remain open to the others' perspective • Listen for their version of reality • Identify actions and commitments	• *What can I do?* • *What can we do?* • *What suggestions do you have?* • *Here are some suggestions that I have...* • *What's your take?* • *What can I do differently?* • *I'd like to...*	*Can we look at paragraphs 2 and 5? What specifically do you want me to keep? Change?* *What's working?* *What's missing?* *What advice do you have given the deadline is nearly here?* *Can we meet today at 4 and tomorrow at 8 am for no more than 10 minutes?*
Make AGREEMENTS	• Thank them for the feedback (with specificity) • Identify actions you will take • Ask for or arrange to follow up • Demonstrate consistency and support	• *Here's what I am going to do...* • *You can count on me to...* • *I will follow up with you to...*	*Thank you for the feedback, especially the suggestions for paragraph 5 where we put in a "call to action" and additional faculty resources. I am going to work on this immediately and send you the edits. I will see you at 4 today, and send any edits for tomorrow's 8 am. I appreciate this...*