

TRY IT

Preparing to

Give Feedback

Choose a person to whom you need to give constructive feedback. Choose a new topic not discussed previously.

Write a sentence that introduces the topic you'll be discussing in a simple, nonthreatening way (e.g., "I'd like to discuss yesterday's presentation....").

Write down a question that will encourage the employee to share his or her perspective on the topic you've introduced, preferably in a "balanced" manner (equal attention to what went well and what could be improved).

Based on the situation and the employee's probable response, write your feedback message. Be specific, and include the impact of the person's behavior.

Finally, write what you'd like this person to do to address the issues raised in the feedback.

Employee

Introduce the topic

Get the employee's point of view

Feedback message

Agree on next steps

TRY IT

Positive Feedback

Think about the same employee you used as the basis for your corrective feedback practice. What specific positive feedback could you give him or her?

Using the space to the right, write one piece of positive feedback for that person that's specific and timely and includes a clear, positive impact.

EXAMPLE

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Finally, write what you'd like this person to do to address the issues raised in the feedback.

Employee Gregory

Introduce the topic

We saw today's meeting—the first time you've met with the project's executive sponsor—as the right time to establish you as the new lead of this project. I'd like to check in on how that went.

Get the employee's point of view

How do you think it went in terms of positioning you as this lead? What went well, and what do you think you could have done better?

Feedback message

Because you didn't respond immediately to the executive sponsor's questions, I ended up answering most of the questions. That gave the impression that I'm still leading the project, not you.

Agree on next steps

Gregory should answer all of the questions at our next executive sponsor meeting, and I can help prep him for the kinds of questions he'll be asked.