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# PROVIDING CONSTRUCTIVE FEEDBACK PLANNING TOOL

## TIPS TO REMEMBER:

- ✧ Use first person ("I" statements); avoid "you" statements
- ✧ Focus on the situation, event, or behavior, not the person
- ✧ Avoid labeling

## CLARIFY YOUR FEEDBACK SCENARIO

- ✧ What is your purpose for holding this discussion?
- ✧ What is your expected outcome?
- ✧ What do you know about the other person that should be factored into your planning? (personality style, pressures and priorities, needs, tendencies, emotional state, relationship to you, position in the organization relative to you, etc.)
- ✧ Who else may need to be involved? (to ground-truth facts or because the outcome of the discussion may impact them)
- ✧ What communication mode will you use for this particular feedback? (phone, face to face) If face-to-face, where is the most appropriate location for the feedback discussion to take place?

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-  What's in it for them? Why should the other party be motivated to modify this behavior?
-  What are the consequences of not meeting the expectations established?

## PLAN FOR THE FEEDBACK DISCUSSION

### 1. Opening

State your intent (why are you providing this feedback?)

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### 2. Observations

State what you have observed or know to be true. Focus on the situation, actions, or behavior warranting the feedback. Provide concrete examples.

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### 3. Impact

Make a statement about the impact on you or others.

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### 4. Engagement

*It should take you no longer than 60 seconds to reach this step.*

Ask an open-ended question that will engage the other person.  
It should come from a place of curiosity, not judgment.

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### 5. Dialogue

-  Clarify your expectations. What should improved performance or behavior “look like?”
-  What might be the consequences of not meeting this expectation?
-  Generate options and possibilities together.
-  Confirm a plan for future performance/behavior, next steps, responsibilities (yours, theirs), timing, and measurement.

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## 6. Closing

-  Summarize & restate agreements – follow-up with discussion notes and action plan above
-  Offer continuing support

### REFLECT ON THE FEEDBACK DISCUSSION

 What worked?

 What might you try differently in the future?

