

THREE GOALS OF GIVING FEEDBACK:

1. Deliver the message
2. Maintain the relationship
3. Impact future performance

Tip: Ask permission, “May I share an observation with you?”

Step	Sentence Starters	Example
1) Provide Context Describe the specific incident and/or relevant background information related to the behavior you observed. Be brief.	In the meeting... During the project... The specifications were... The understanding was...	<i>“During yesterday’s meeting, it was really important to get input from everyone around the table regarding the problems we are having with the new budgeting process.”</i>
2) Describe the Behavior Describe what you observed without judging. Speak from firsthand knowledge only; use ‘I language’.	I observed... I noticed... I saw...	<i>“I noticed that you only asked Mike the questions we had planned for the meeting.”</i>
3) Explain the Result Explain the effect that the behavior had on you, others, the project and/or work environment. Describe the impact in terms of relationships affected, deadlines missed, etc.	This caused... This resulted in... This affected... This impacted...	<i>“The other meeting participants looked visibly frustrated and a little confused. I think we missed out on some helpful information and feedback from them.”</i>
4) Invite their Perspective Ask a single question that invites the other person to share his/her perspective. Make this a two-way conversation.	What is your reaction to what I’ve said? What are your thoughts on what happened? How do you see the situation? What is your perspective? What happened?	<i>“What are your thoughts on the meeting?”</i>