

## Giving Feedback - Principles

1. Be sure that your intention is to be helpful and focus on the behaviour rather than the person. Talk about what the person did, and not what you think this implies.
2. If the recipient has not asked for feedback, check to see whether he or she is open to it.
3. Deal only with behaviour that can be changed. If you focus on behaviour that can't be changed you only increase the person's frustration.
4. Deal with specific behaviour, not generalities. For example, to tell a person that they are dominating is not as useful as saying: " When you interrupted Jan and Peter at our meeting yesterday, you prevented them from giving their viewpoint".
5. Describe the behaviour; do not evaluate it. By not being evaluative you reduce the need for the other to react defensively.  
  
"When you keep checking your phone for text messages, I have difficulty chairing the meeting agenda, and I notice that it disrupts the focus of the meeting discussion." .... is more effective as feedback than to say ....  
"Turn that phone off will you ? It's really annoying."
6. Check to make sure that the recipient understood your message in the way you intended it. That is, question their understanding or consider asking them to paraphrase your message.
7. Feedback should be appropriately timed, and is generally most useful at the earliest opportunity after the given behaviour.

## Practical ways to give feedback

Adapted from Peter Scholtes, (1990), "The Team Handbook", Joiner Associates Inc., Madison USA.

Sequence	Explanation
<p><i>Give information about the behaviour / actions / words</i></p> <p><b>1. "When you..."</b></p>	<p>Start with a "When you..." statement that describes the behaviour without judgement, exaggeration, labelling, attribution, or motives. Just state the facts as specifically as possible.</p>
<p><i>and the effect that it had on you, others, customers or the company</i></p> <p><b>2. "I/they feel..."</b></p>	<p>Tell how their behaviour affects you/them. If you need more than a word or two to describe the feeling, it's probably just some variation of joy, sorrow, anger, or fear.</p>
<p><b>3. "Because I/they..."</b></p>	<p>Now say why you/they are affected that way. Describe the connection between the facts you observed and the resulting effect.</p>
<p><b>4. Pause for discussion</b></p>	<p>Let the other person respond.</p>
<p><b>5. "I would like..."</b></p>	<p>Describe the change you want the other person to consider.</p>
<p><b>6. "Because..."</b></p>	<p>...and why you think the change will alleviate the problem.</p>
<p><b>7. "How does that sound?"</b></p>	<p>Listen to the other person's response. Be prepared to discuss options and compromise on a solution.</p>