

Preparing to Give Feedback

- Take notes- so you can provide specific examples
- Gather facts/opinions when appropriate
- Choose a quiet, private space
- Make time for employees
- Give employees time to prepare themselves without giving too much notice

4 Easy Steps to Effective Feedback

- **Step 1-** Ask if you can give feedback
- **Step 2-** Describe the specific behavior
- **Step 3-** Describe the impact of the behavior on self or others
- **Step 4-** Next steps...

Step 1- Ask

“Communication is what the listener does.” –Peter Drukker

- Respects the individual, and their situation
- If someone says “No” twice, then the ask turns to “I need to talk to you.”

- Starts with: “May I give you some feedback?” or “Can I share something with you?”

Step 2- Describe the Specific Behavior

- Descriptions should be about behavior not the person
- Descriptions about behavior need to be as specific as possible
- Starts with: “When you...”
- Avoid starting with: “I think...”, “I feel...”, or “I’ve noticed...”

Step 3- Describe the Impact of the Behavior on Self or Others

- Describe the consequences (positive or negative) that result from the action
- Impact could be self or others- focus on the one that is most impactful to the individual
- Starts with: “Here’s what happens...”, “The impact of your actions are...”

Step 4- Next Steps

Feedback is about the future not the past.

- This step is the most critical. What is it that you want the person to do differently?

- The solution should come from the individual, not the manager.
- Starts with: “What can you do differently?” or “Thank you, keep it up!”

4 Easy Steps to Effective Feedback

- **Step 1-** Ask if you can give feedback
 - Starts with: “May I give you some feedback?”
- **Step 2-** Describe the specific behavior
 - Starts with: “When you...”
- **Step 3-** Describe the impact of the behavior on self or others
 - Starts with: “Here’s what happens when...”
- **Step 4-** Next Steps
 - Starts with: “What can you do differently?” or “Thank you, keep it up!”

What Do You Do If An Employee Reacts With:

- Tears
- Anger
- Blame
- Gunny sacking
- Claims of discrimination

The Tough Conversations

- Talking with your “not meeting performance expectations” employee
- Talking with your “you’re not getting along with your co-workers” employee
- Talking about pay with the “I found a salary report on the internet” employee
- Talking with your “top performer who gets a 3% increase” employee

Talking With Your “Not Meeting Performance Expectations” Employee

This is the most common difficult conversation to have with employees, and most employees will have this conversation at some point in their career.

- **Step 1 – Ask if you can give feedback**

“Mary, I need to give you some feedback about your performance. Can we do that at our meeting scheduled for 2 pm?”

- **Step 2 – Describe the specific behavior**

“Mary, I need to talk with you about your performance on the latest marketing proposal that you sent out. I have concerns, because the sales rep told me that your report missed our internal

deadline, and therefore it had to be sent out without an internal review. After the fact, the proposal was reviewed and some errors were found in the calculations on page 4 as well as some spelling and capitalization errors.”

- **Step 3 – Describe the consequences**

“Mary, this is important to the company because without an internal review we could lose a deal for looking unprofessional or we could inadvertently state some promises that we are not able to live up to. These simple mistakes could have big impacts on the company.”

- **Step 4 – Next Steps**

“Mary, what can you do differently so that this doesn’t happen for the next proposal?”

Talking With Your... “You’re Not Getting Along With Your Co-Workers” Employee

In this situation, the employee may be performing well, but they are not getting along with their co-workers and it could be causing conflict in the office.

- **Identify the Issue**

“Ben, I need to talk with you about your ability to work well with our team.”

- **Give the Evidence**

“Ben, I’ve been given feedback from various members of our internal team as well as external vendors that working with you is difficult because you give the impression that you aren’t listening

to others by interrupting people, and speaking too quickly without listening to what others are saying. In addition, on the Collins project your team members said you ended the brainstorming session early and assigned tasks without any input.”

- **State Your Expectations**

“Ben, I expect that as the Project Manager you have the respect of your team members. I also asked you to lead brainstorming sessions so that the group could come to consensus on how the project would be accomplished.”

- **State the Consequences of the Employee’s Actions**

“Ben, your reputation has spread among this office and to our external vendors that you are difficult to work with. Therefore, building a team that is willing to work with you is more difficult. If I cannot find a team to work with you, I won’t have as many projects for you to act as the PM.”

- **Ask the Employee What They Can Do Differently**

“Ben, this needs to be corrected immediately.”

“What ideas do you have for making this situation better?”