

GIVING FEEDBACK TIP SHEET

- Ask for feedback to determine how well you are providing colleagues with positive feedback.
- Ask for feedback on how well you give negative feedback or criticism.
- At the beginning of each project, explicitly state to others that you are expecting feedback throughout the process, and ask them how they would like feedback.
- Reward those who give you feedback by accepting their concerns graciously and acting on the feedback where appropriate.
- Keep track for one week of the number of times you offer positive feedback and criticism to others. Determine if you are presenting balanced feedback to each individual.
- Over the next month, when giving feedback, ask the recipient what *they* think they should do to improve. Work with the individual to reach an agreement on alternative behaviors.
- Respect the need for privacy. Your reaction or feedback should be between you and each individual.
- Offer positive feedback to others in written form on an intermittent basis; using emails, copies to engagement teams can be very motivational.
- Recognize that effective feedback is:
 - helpful
 - specific
 - descriptive
 - instructive
 - timely
- Foster the perception that talking about mistakes and learning from them is part of the process of growth and development.

- Dispel the fear of criticism by remaining supportive and focused on behaviors rather than judgments.
- Always direct feedback to behaviors, not at a person's traits or character.
- Criticism that is accompanied by anger can easily be personalized or misunderstood, and does not lead to a discussion and agreement on alternative behaviors.
- Praise in public, criticism in private.