GIVING CONSTRUCTIVE FEEDBACK TOOL

Instructions: Use this tool to prepare for a constructive conversation.

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| **PLANNING QUESTIONS** |
| 1. Describe the situation or behavior you observed. What impact does this situation or behavior have on the team, department, or project? |
| 1. Identify specific details and/or one or two appropriate examples that clarify and support your observation and/or view of the impact. |
| 1. Describe what you are hoping to accomplish by providing feedback. Consider your positive intentions for providing feedback. Be clear about the purpose of the discussion. |
| 1. How might the person see the situation differently? What can you do to show empathy and to demonstrate you understand the context? Are you open to learning that you are wrong? |
| 1. Is there a power dynamic that might affect their ability to engage in a feedback conversation? What can you do to challenge any of your assumptions and interrupt potential biases such as confirmation bias? |
| 1. Identify the suggestions you have for improving the situation or modifying the behavior. List any action you could take to support the person or help make the situation better. |

# **PROCESS**

# **CHECKLIST**

**BEFORE A CONVERSATION**

* **Use the planning questions to prepare for the conversation**. Preparing adequately increases the likelihood of positive outcomes.
* **Consider the best time and place for the conversation**. Psychological safety is necessary for open dialogue. Avoid email, if a face-to-face is not possible, schedule a phone call.

**DURING A CONVERSATION**

* **Complete steps two and three of the process above very quickly** (i.e., only a few sentences or take no more than a few minutes). Note your purpose statement should be informed by your answers to the planning questions and be sure to mention your intent.
* **Listen Empathically**. Listen without judging or interrupting . Focus on learning something and understanding their point of view.
* **Be direct and specific.** The more concise you are, the less room there is for the feedback recipient to misinterpret what you are saying.
* **Be curious and ask questions to encourage discussion.** Be sure you will have enough time feedback is a two-way conversation, not a one-way delivery.
* **Focus on the future.** Once you provide the feedback, shift the focus of the conversation from the past to what’s possible.
* **Provide Specific Suggestions.** Bring ideas and recommendations to the discussion and to the extent possible offer your assistance.

**Sources:**

[5 Steps to Giving Good Feedback](https://www.themuse.com/advice/5-steps-to-giving-good-feedback)

[Giving Feedback form Mindtools](https://www.mindtools.com/a18a0wu/giving-feedback)

[Giving Feedback: 5 Elements of A More Inclusive Approach](https://www.forbes.com/sites/hannahart/2021/05/13/giving-feedback-5-elements-of-a-more-inclusive-approach/?sh=58b8e29637fa)

[How to Give Feedback Effectively](https://online.hbs.edu/blog/post/how-to-give-feedback-effectively)