

## | Giving Feedback |

### SITUATION

*provide context - basic facts*

### BEHAVIOR

*communicate only direct observations*

### IMPACT

*what has happened due to the behavior?*

be specific  
speak objectively - avoid interpretation  
tone trumps message  
be direct and timely  
don't deliver feedback for others  
*remember: not everyone will accept feedback*

## | Receiving Feedback |

### SHOCK

*losing sight of the big picture - "what? really?"*

### ANGER

*instinctive reactions - "no way - come on!"*

### RESISTANCE

*rationalizing, deflecting - "no one is perfect!"*

### ACCEPTANCE

*open to change - "you have a point..."*

### HELP

*ready - "any thoughts on what i can do?"*

listen actively and openly  
clarify and ask for examples  
control defensiveness - don't judge  
summarize and reflect  
it's okay to call "time out"  
say **THANK YOU**

*follow the Golden Rule | find the kernel of truth | feedback is never easy!*