

# I know I'm ready to give feedback when...

1. I'm ready to sit next to you rather than across from you.
2. I'm willing to put the problem in front of us rather than between us (or sliding it toward you).
3. I'm ready to listen, ask questions, and accept that I may not fully understand the issue.
4. I'm ready to acknowledge what you do well instead of picking apart your mistakes.
5. I recognize your strengths and how you can use them to address your challenges.
6. I can hold you accountable without shaming or blaming.
7. I am open to owning my part.
8. I can genuinely thank someone for their efforts rather than criticize them for their failings.
9. I can talk about how resolving these challenges will lead to growth and opportunity.
10. I can model the vulnerability and openness that I expect to see from you.
11. I am aware of power dynamics, implicit bias, and stereotypes.

# A Framework for Giving Feedback

## CAR/AR