



## Giving Powerful Feedback

### Description

Giving powerful feedback is one of the most important — potentially beneficial — and often challenging tasks leaders encounter. Done well, constructive feedback provides individuals or teams with information and insight they need in order to shift their performance to desired levels. Too often, though, feedback is experienced as personal criticism and the potential benefits aren't realized.

The *Giving Powerful Feedback* tool offers guidelines and a planning worksheet to help prepare for feedback conversations.

### Instructions

To use the *Giving Powerful Feedback* tool:

1. Review the situation and reflect on the assumptions and conclusions you are drawing, and consider the situation in which the other person is working.
2. Use the worksheet to help think through how you want to conduct the conversation.
3. Review the tips to help prepare.



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Step	Action	Process
1	Assess the situation	<ul style="list-style-type: none"><li>• What is occurring and what is the impact and outcome?</li><li>• Notice any assumptions or conclusions you may be making about the person involved — find ways to broaden your perspective. Adopting stance of curiosity. Consider how to “give the benefit of doubt.”</li><li>• Consider what may be happening in the surrounding situation or context that may be contributing to the problem.</li><li>• Put yourself in the other person’s shoes and view from their vantage point.</li></ul>
2	Plan the conversation	<ul style="list-style-type: none"><li>• Identify the specific behavior that is the focus for the feedback.</li><li>• Identify the impact of that behavior.</li><li>• Identify what may be contributing factors in the environment or situation.</li><li>• Prepare clear expectations for improvement.</li><li>• Identify attributes of the person that will help them to make changes, that can be acknowledged.</li></ul>
3	Conduct conversation	<ul style="list-style-type: none"><li>• Plan appropriate time and place that provides privacy and allows sufficient time.</li><li>• Communicate observations supportively and with specific detail — focus on the behavior and impact rather than the person.</li><li>• Be curious and ask for input from the person.</li><li>• Listen fully and confirm understanding.</li><li>• Ask the person for ideas for moving forward, and offer ideas.</li><li>• Confirm steps for moving forward.</li><li>• Convey genuine confidence in person’s ability to follow-through.</li></ul>
4	Follow-through	<ul style="list-style-type: none"><li>• Check in during subsequent coaching conversations.</li></ul>

### Tips for Powerful Feedback

- Timely — quickly follows events.
- Based on positive intent for the individual.
- Based on fair, relevant information.
- Includes others perspective and points of view.
- Considers circumstances that the person is working under.
- Communication is genuine, open, and honest.
- Avoids attributions and conclusions about personal characteristics or motives — focuses on behavior.
- Includes openness, curiosity, mutual discussion, and high degree of listening.