THE ART OF
LEADING

PEOPLE-CENTERED
TEAMS

Guide to Giving Ongoing Feedback

Remember:

- *Not all conversations have to be confrontations.*
- *The way you deliver feedback is equally important to the actual feedback.*

Positive Experiences with Feedback	Negative Experiences with Feedback
- Delivered out of curiosity - Presented as a learning opportunity - Use "I" statements - Impact on others, individual work, and big picture were clearly described - Metaphor or Quote used	- Comparison with a colleague - Delivered out of anger - Good vs Bad (Vague) - When one is not making things better, they're making them different (personal preferences)

Best Practices for Giving Ongoing Feedback

- Be timely. Practice the 24-hour rule.

- Praise in public. Give critical feedback in private.

- Talk with people. Do not send them an email.

- Refrain from vague feedback. Give project specific or value specific feedback.

- Give small amounts of feedback (discuss one topic) at a time.

- Prepare. Draft bullets of what you want to say.

- Avoid the empathy sandwich.

- Give both positive and constructive feedback, but give them separately.

- Build feedback into your systems.

8 Step Process To Giving Ongoing Feedback		Sentence Starters/Example
1.	Empathize Support their growth as an individual and employee	Take a moment to pause and realize there are multiple outside factors that could be influencing this behavior.
2.	Introduce the Conversation	"Hey, do you have a moment, I need to talk with you."
3.	Describe the One (1) Behavior	"I noticed there were a handful of mistakes on yesterday's weekly report."
4.	State the Impact of that Behavior	"I value you and your work and I know there's a lot going on, however we as a team and company take this report as "fact" so when there are mistakes, we start to lose trust in the system and one another. We don't want this to be the case." Other sentence starters: "This behavior could have this result…" "I care about you and your career and this is getting in the way…"
5.	Ask the other person for their perception of the situation. Understand the root cause - why did this happen?	"Is everything ok?" "What do you think?" "What are your thoughts?" Note: You may experience defensiveness here.
6.	Make a Suggestion or Request that Aligns with Company Values & Root Cause	"Your plate is full. What can we take off this week, so you can update this report & resend? Can you please carve out appropriate time moving forward and let me know if there are conflicting priorities?" "Can you please bring your top priorities to our weekly One on One next week, so we can discuss what we can possibly shift?" "I'd like to suggest that…."

7.	Build an agreement on next steps (if any)	"Would you be willing to do that?"
8.	Say "Thank you"	Thank you for having this conversation with me. I know feedback can be awkward, but we are both here to learn and grow and I really appreciate your work. You're a valuable member of this team.

Building a Culture of Feedback

Ongoing Feedback Systems - Guiding Questions

- Company Culture
    - How does feedback show up in organizational values?
    - What does a culture of collaboration look like and what's the role feedback plays within that?
    - Where, when and how does management model these feedback systems?
- Onboarding
    - How are employees, managers, and executives being trained on this process?
    - What platforms are utilized for org-wide, team-wide, and individual ongoing feedback?
- Management
    - How is ongoing feedback woven into your day to day or project work?
    - How can you start giving feedback more generally on project work to begin building confidence before introducing one on one feedback?
    - How are employees celebrated for implementing ongoing feedback?