

## **Do's and Don't of Effective feedback**

### **DO**

1. Be specific when recalling the situation
2. Be specific when describing the behavior
3. Acknowledged the impact of the behavior on you
4. Judge the behavior
5. Pay attention to body language
6. Use verbatim quotes
7. Re-create the behavior, if appropriate
8. Give feedback in a timely manner
9. Give your feedback and then stop talking
10. Say "I felt" or "I was" to frame your impact statement
11. Focus on single messages
12. Be sensitive about the emotional impact of your feedback

### **DON'T**

1. Assume
2. Be vague
3. Use accusations
4. Judge the person
5. Pass along vague feedback from others
6. Give advice unless asked
7. Psychoanalyze
8. Qualify your feedback by backing out of the description
9. Use examples from your own experience
10. Generalize with words like "always" or "never"
11. Label your feedback as positive or negative
12. Sandwich your feedback messages with words like "but"

## **Closing Key Questions**

1. Have you been clear in communicating your expectations and objectives?
2. Does the employee have the skills necessary to achieve the results you want?
3. Have you provided timely and frequent feedback about his/her behavior and performance?

## **Giving Feedback that Works**

(from *Feedback that Works: How to Build and Deliver Your Message* by Sloan R. Weitzel CCL)

Creating and delivering a specific message on observed performance is key to effective feedback, Effective feedback should enable the received to walk away understanding exactly what he or she did and what impact it had.

### 10 Common Mistakes in Giving Feedback

1. The feedback judges individuals, not actions.
2. The feedback is too vague.
3. The feedback speaks for others.
4. Negative feedback gets sandwiched between positive messages.
5. The feedback is exaggerated with generalities.
6. The feedback psychoanalyses the motives behind behavior.
7. The feedback goes on too long.
8. The feedback contains an implied threat.
9. The feedback uses inappropriate humor.
10. The feedback is a question, not a statement.