



Guidelines:

- As a manager, you will be part of a two-way feedback conversation.
- Provide timely, specific, balanced feedback.
- Show genuine appreciation for your team members and the value they bring to the team.
- Motivated employees want to know how they're doing, tell them!
- Don't give feedback when you are angry.
- Remember: Constructive, critical feedback is often the most helpful to people. Don't avoid the tough conversations and be open to hearing difficult feedback.

1. Specifics

Provide specific feedback based on your observations:

- "X is something you do very effectively."
- "I really appreciate your contributions to (project/team/BU) by doing X."
- "Looking forward, if you could change or do more of X it would make you more effective."

2. Ask

- PAUSE and ask for the other person's reaction.
- Ask open-ended questions to understand their perspective:
 - "If you could do it again, what would you do differently?"
 - "How did you feel following that situation?"

3. Impact

- When receiving feedback, consider the impact of your behavior on the situation/team. Do you need to take further action to change that impact?
- When providing feedback, describe the impact you observed on other people, both positive and negative.

4. Do

State or collaboratively agree on what needs to continue or change:

- "Can I make a suggestion?"...
- "What help/support would you like from me to help you stay on track?"
- "What feedback do you have for me?" – remember to say thank you for feedback received.

Follow-Through:

- Put agreed-upon changes into action.
- Regularly provide informal feedback to team members – after meetings, presentations, etc.
- Appreciate your team often and in a way that is meaningful for each of them.
- Remind your team that you are open to hearing their feedback.