

Additional Constructive Feedback Tips from [Russ Laraway](#)

1. Give constructive feedback as soon as possible. Don't wait for a scheduled meeting. Ask permission to meet right away. If not, schedule a time when able.
  - a. *I think I'm seeing some behavior that I believe is getting in your way. Are you in a spot where you can hear that right now?*
  - b. *I have some coaching for you. It might be difficult for you to hear. It's certainly difficult for me to say. Are you in a spot where you can hear that right now?*
2. When beginning feedback conversation, don't delay or skirt around the issue with unnecessary preamble. Jump right into the feedback.
3. Describe the situation and specific behavior or work quality. Focus on the behavior or work quality, not the person.
  - a. Situation and behavior: *Jane, in our team meeting, I noticed you were pretty defensive toward John when he questioned your analysis.*
4. Then describe the impact of that behavior or work quality.
  - a. Impact: *When any team member is defensive it makes it hard for us to live up to our team value to lift each other up by helping make everyone's work great.*
5. Ask for clarification and understanding. Both the coaching receiver and the coaching giver have valid, valuable perspectives. Listen to understand. Don't push back, don't cross-examine, don't argue. Be genuinely inquisitive. Be open to their perspective.
  - a. *What are your thoughts on your behavior in that situation?*
  - b. *Is there anything I couldn't see or know from my perspective?*
  - c. *Do you understand how that behavior impacted our team?*
6. Ask for and confirm commitment.
  - a. *I'm committed to seeing you succeed on this team, do I have your commitment to live up to our team value?*