



Guidelines:

- As an employee, you will be part of a two-way feedback conversation.
- Provide timely, specific, balanced feedback.
- Don't give feedback when you are angry.
- Ask lots of questions to ensure you are clear about the feedback you're receiving.
- 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

- "What do I do well that makes me effective? Why is that impactful?"
- "Are there any areas of performance concern that I need to be aware of?" Ask for specific examples.
- When providing feedback, state the specific facts that you know: "I have observed that you do/say _____ and it impacts me in this way _____."

2. Ask

- Pause and take time to respond to the feedback.
- Ask for suggestions:
 - "What should I stop, start, continue to do?"
 - "What is one thing, looking forward, I could change or do more of that would make me more effective?"

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

- Collaboratively agree on what needs to continue or change:
- What will you do differently in the future?
 - What help/support would you like from your manager or others to help you stay on track?
 - Say thank you for the feedback.

Follow-Through:

- Put agreed-upon changes into action.
- Before your next Check-in, consider what feedback you would like to provide.
- Regularly ask for business context, changes, and risks.
- Regularly ask for informal feedback, not only in your Check-in conversations.