

## **DELIVERING CONSTRUCTIVE FEEDBACK – Adopted from Zenger-Miller/Achieve Global**

### **Key Actions**

1. Convey positive intent
2. Describe specifically what you have observed
3. State the impact of the behavior or action
4. Ask the other person for a response
5. Focus the discussion on solutions

#### **1. Convey positive intent**

- Take time to prepare. Have a clear, constructive purpose for giving the feedback. “If you can’t think of a constructive purpose for your feedback, don’t give it”
- Consider the timing (not when the subject is busy, tired or upset”
- Useful phrases: “I have some thoughts about ...” “Could we discuss ...” “Let’s take a look at ...”
- Point to a common goal
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#### **2. Describe specifically what you have observed**

- Use facts and figures
- Be brief and to the point
- Focus on the action, not on the person
- Limit the conversation to one behavior or action

#### **3. State the impact of the behavior or action**

- Effect on business plans and goals
- Cost of money or time
- Limit to one or two consequences

#### **4. Ask the other person for a response**

- “What do you think? What’s your view of the situation?”
- Summarize the other person’s key points

#### **5. Focus on solutions**

- Ask for win-win suggestions
- At the end of the day, make sure your own expectations are clear – and realistic
- Leave responsibility for action with the other person