

**The Two Purposes of Feedback:** Replicate good behavior. Change not-so-good behavior.

**Ultimately – Be helpful!**

- **BE SPECIFIC**
- **GIVE EXAMPLES**
- **NO EXAMPLES, NO FEEDBACK**

**Just say no to Cap'n Crunch Communication!**

- Good – Not feedback
- Helpful – Not feedback
- Thorough – Not feedback
- Detailed Oriented – Not feedback
- Unfair – Not feedback
- Unreliable – Not feedback
- Careless – Not feedback
- Not trustworthy – Not feedback



**Examples:**

Not Real Feedback/Cap'n Crunch	Real Feedback
Team player	Offers to help others, even when she is very busy with her own work.
Hard working	Meets all deadlines.
Difficult to work with	Questions all decisions.
Does good work	Work is accurate and complete.
Thorough	Checks all work before submitting it.
Aggressive	Raises his/her voice in meetings when frustrated.

**How you know you gave real feedback:**

1. You gave the person one to three specific examples of what s/he did or did not do.
2. The person knows specifically what to start, stop, or continue doing.
3. You were so specific that the person can picture themselves doing what you described.

**Instructions:** Write down a situation you know you need to address. Or write a conversation you had, that didn't go as planned.

**Example:** *It's impossible to get time with one of your coworkers. He's always too busy to meet. You're getting behind on projects because you need his input. Every time you schedule time to meet, he cancels.*

**Tip:** Skip the drama. Write just the facts.

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## The Feedback Formula

1. Introduce the conversation
2. State your motives
3. Describe the behavior – **“I’ve noticed”**
4. State the impact of the behavior
5. Ask the other person for his/her perception of the situation – Both people talk.
6. Make a suggestion or request – **If s/he knew another way to do it, s/he would do it that way.**
7. Build an agreement on next steps
8. Say “Thank You”



## Notes:

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## Feedback Best Practices

- **Don't wait. Give feedback shortly after something happens. But do wait until you're not upset.**
  - Practice the 24-hour guideline and the one-week rule.
    - If you're upset, wait at least 24-hours to give feedback, but not longer than a week.
    - If the feedback recipient can't remember the situation you're talking about, you waited too long to give feedback, and you will appear to be someone who holds a grudge.
- **Be specific. Provide examples.**
  - **If you don't have an example, you're not ready to give feedback.**
- Praise in public. Criticize in private.
  - Have all negative feedback discussions behind a closed door.
- Effective feedback discussions are a dialogue; both people talk.
- Give small amounts of feedback at a time – one or two strengths and areas for improvement during a conversation.
  - People cannot focus on more than one or two things at a time.
- Give feedback on the recipient's schedule and in his/her workspace, if s/he has a door. It will give the other person a sense of control and s/he will be more receptive.
- **Talk with people – either in person or via phone. Don't send an email or voicemail.**
- Prepare. Make notes of what you plan to say. Practice out loud.
  - Articulating a message and thinking about it in your head are not the same thing.
- Avoid The Empathy Sandwich – positive feedback before and after negative feedback.
  - Separate the delivery of positive and negative feedback, so your message is clear.
- Offer an alternative. Suggest other ways to approach challenges.
  - If people knew another way to do something, they would do it that way.
- Give both positive and upgrade feedback. Both are necessary.
  - Positive feedback can be even more important than negative feedback. People stop doing good things when those good things aren't recognized.

Keep feedback conversations short and have them often.

Debrief **EVERYTHING** – Meetings, retreats, projects, processes, etc.

**Ask:**

- What worked?
- What could we have done differently?

**Notes:**

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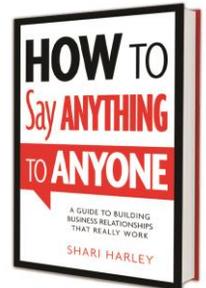
**Next Steps – Yes, There’s Homework:**

- Have a conversation you’ve been avoiding using the eight-step Feedback Formula.



**The Speaker:** Shari Harley runs Candid Culture, a Denver-based training firm bringing candid conversations back to the workplace, making it easier to tell the truth at work. She is the author of the book *How to Say Anything to Anyone*, has a master’s degree in Communication, and taught leadership development at the University of Denver.

Shari’s practical approach has led her to speak and train in Singapore, Thailand, Malaysia, India, Dubai and Australia. From ‘Making Meetings Work’ and ‘Delegating Better’ to ‘Managing Your Career’ and ‘Saying Anything to Anyone,’ Shari’s tips are sure to delight and inform in a real, direct and very funny way. Her clients include Pepsi Co., Uber, Johnson & Johnson, Texas Roadhouse, Noodles & Company, KPMG, MPI, HSMIAI, ASAE, SHRM, the cities of Denver, Golden, and Colorado Springs, and Sam Houston University.



Watch videos and learn more about our training programs at: [www.candidculture.com](http://www.candidculture.com).

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