

BEST PRACTICES FOR GIVING FEEDBACK

GOALS

in giving feedback include:

MINDSET

Create an "educational alliance"



- Start with shared goals based on mutually agreed upon competencies.
- Tie feedback to these goals.

RELATIONSHIP

Create a trusting climate



- Feedback is received in the context of relationship.
- Work on building trust, concern, honesty, active listening, and awareness of emotional states.
- Pick the right time & place to give feedback.

MESSAGE

Create respectful, 2-way dialogue



- Share descriptive & objective details based on direct observation.
- Focus on behavior, not personality.
- Make it a 2-way dialogue. Ask for self-reflection & self-understanding.

OUTCOME

Improve performance



- Offer constructive suggestions.
- Create a mutually agreed upon action plan.
- Give positive feedback on improved performance in the future.

5 METHODS TO GIVE FEEDBACK:

Method	ASK-TELL-ASK	PENDLETON METHOD	FEEDFORWARD METHOD	DESC METHOD	FEEDBACK SANDWICH
Overview	<p>ASK 1: Invite self-assessment</p> <p>TELL: Give feedback</p> <p>ASK 2: Check for understanding and ask for improvement plan</p>	<p>TAKE TURNS describing what went well, then discussing improvements</p>	<p>INSTEAD of discussing past mistakes, FOCUS on what becomes possible in the future with the suggested changes</p>	<p>DESCRIBE issue</p> <p>EXPRESS impact</p> <p>SPECIFY the desired change</p> <p>State the positive CONSEQUENCES of the change</p>	<p>List the positives</p> <p>Provide constructive feedback (both "what & why")</p> <p>End with actionable solutions for change</p>
Example	<p>Leader: What do you think about the presentation?</p> <p>Learner: The client wasn't convinced by the data section. I need to pull more numbers in there.</p> <p>Leader: Yes, this client especially needs to see the numbers. What changes will you make to the slides?</p>	<p>Leader: What went well?</p> <p><i>[Learner describes positive outcomes]</i></p> <p>Leader: I noticed that, too. <i>[Affirm and add more positives.]</i> What could be improved?</p> <p><i>[Learner describes improvements]</i></p> <p>Leader: I agree. Here are my suggestions...</p>	<p>INSTEAD OF "You talk too fast in presentations,"</p> <p>Leader FOCUSES on positive change and benefits of the change: "If you pause between slides or ask for questions, it gives everyone a chance to absorb what you're saying."</p>	<p>Leader [D]: Your lack of preparation for the client meeting...</p> <p>[E]: ...left them feeling concerned about our expertise and commitment to their needs.</p> <p>[S]: Preparing at least 24 hours ahead will [C] give you time to anticipate their questions and concerns.</p>	<p>Leader: Here's what you did well...</p> <p>Leader: Here's what needs to be improved, and here's why those improvements would help you and our clients...</p> <p>Leader: Here are the changes I suggest...What do you think? What are your next steps?</p>

