HOW TO GIVE
FEEDBACK

Make your input count. Give feedback that is *factual* — based on hard evidence — rather than emotional; is *even-handed* — examines both sides of an issue; is *balanced* — sees the positive and the negative; and is *open-minded* — free from personal bias.

Make the feedback timely. Offer input soon after an activity rather than weeks or months later.

Give feedback in person. It's important to give feedback face-to-face, or via "Skype" if necessary, rather than by e-mail or text.

Give feedback *prior* thought. Know the key points that you want to make rather than shooting from the hip.

Provide advance notification. Don't blindside the recipient by catching them off guard. Furthermore, ease into the conversation rather than hitting them with a two-by-four.

Respect the recipient's other priorities. Catch the recipient during a peaceful time of day so that they're emotionally available.

Refrain from multitasking. Before providing feedback, secure the recipient's undivided attention — free from distractions.

Build people up rather than tearing them down. Compliment people in public; present their shortcomings in private. Avoid shaming or threatening the recipient at all costs.

Focus on the act. Base your input on the recipient's actions rather than on demeaning the person.

Be constructive. Make your feedback *actionable* rather than general.

Be honest and direct. Tell it like it is. This will ensure that nothing is left to the imagination.

Present the facts. Feedback should always come from firsthand experience rather than something you heard via a third party.

Encourage meaningful communication. Make feedback a two-way conversation rather than a *lecture*.

Confirm understanding. Make sure you and the recipient are on the same page before ending the conversation.

Establish an action plan. Offer suggestions for improvement and expectations going forward.

Follow up. Establish a specific time to review actions taken and progress being made.

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