



Give and Receive Constructive Feedback

A) TO EXPRESS APPRECIATION

Give

1. Ask for permission before you provide feedback to ensure that the person desires it and is receptive.
2. Frame your appreciation clearly: "I'd like to express appreciation for the way you handled the meeting today."
3. Then provide detail about what you appreciate, so the recipient has specific action they can replicate: "I appreciate the way you listened carefully to the board and mirrored back what they said, checking for accuracy."
4. If it's helpful, connect their action to a desired outcome: "It was very helpful in setting the board at ease during this period of change to make sure they know their concerns are addressed."

Receive

1. Be open to the appreciation being offered and let the person finish completely before you say anything. Your receptiveness is a gift for the person offering appreciation.
2. If you're uncomfortable receiving this kind of feedback, simply breathe for a moment and say "thank you". Deflecting appreciation by saying things like, "Oh, it was a team effort" or "You would have done the same." isn't helpful and often makes the offeror feel unappreciated themselves.
3. If you'd like more clarity about what you did that was pleasing, ask by saying something like, "Thank you. I'd like to be clear about what you're saying so I can do more of this. Could be more specific about..."



B) TO IMPROVE OR CORRECT SOMETHING

Give

1. Ask for permission before you provide feedback to ensure that the person desires it and is receptive.
2. Provide information intended to benefit the receiver and focused on achieving the desired outcome.
3. Use “I” statements (I observed..., I think..., I feel, I want/would like...)
4. Be concise and specific.
5. Describe behavior and its impact with regard to how it affects you and/or others.
6. Suggest improvements.
7. Ask for summary of what the person heard.
8. Clarify as necessary being sure to use “I”, e.g. what I intended to say was...
9. Once you’re satisfied that the person has heard you clearly and they have had an opportunity to respond, ask how you might be part of the solution. “What might I do that will assist you in [the desired improvement]?”

Receive

1. Listen for understanding without defending or justifying.
2. Ask questions, specifying the information that would be most useful to you in addressing the person’s concerns and understanding their point of view.
3. Notice and assess your internal response. If negative feelings about self-image/worth arise, take time to address them with positive “self-coaching.”
4. Be willing to repeat back to the person what you heard him/her say.
5. If you recognize that you have made an error, accept it, admit it and move forward.

If you recognize room for improvement, clearly state what you perceive it to be and make specific commitments to making it happen.