Excerpt from "Making Feedback Work: The Key to Building Effective Teams" by Elaine Holland

Step One: Identify the specific behavior

Step Two: Describe the impact

Step Three: Discuss the future desired behavior

Here are a few simple examples to demonstrate how both positive and constructive feedback includes all three parts:

<u>Positive Feedback</u> "I noticed you submitted the report early, thank you!" (Specific Behavior) "Now I'll be able to move forward with the project earlier than planned." (Impact) "I appreciate your initiative and hope you'll continue to support the team in this way. " (Future Behavior)

<u>Constructive Feedback</u> "I noticed you were ten minutes late to the last two meetings." (Specific Behavior) "We had to start the meeting later than planned which inconvenienced the rest of the team." (Impact) "Please be on time going forward." (Future Behavior)

Here is more detail on each step of the model:

Step One –Identify the Specific Behavior The key to being specific is to observe what was actually said or done. Without knowing the specific action that led to the feedback, it is difficult to know what led to the praise or criticism. One way to practice being specific is to think of the situation as if you were using a video camera to record what was said or actions that were performed. A video camera does not add any interpretation to the situation. There is nothing wrong with using adjectives; the key is to be able to substantiate them with specific observations to support the words you select. For example, if you describe someone as "ambitious", what are they doing or saying that leads you to that choice of descriptor? It is very common to hear non-specific, subjective feedback. For example, "you did a great job" or "you are really talented" without saying what the person actually said or did to warrant the praise. Constructive feedback often falls in the same trap. Here are some common examples: "you just aren't a team player", or "you need to be more professional", or "more service-orientated", "more helpful", or "show more initiative". Being specific is important. Without knowing what action or statement contributed to the assessment, the receiver of praise or criticism doesn't know what to continue to do or what to change.

Step Two –Describe the Impact The second step of the feedback model describes the impact of the behavior. This is the easiest of the three steps of the model. The impact is generally what we feel first. For example, your reaction might be, "That was really terrific!" (Impact) You have to ask yourself -what made it terrific? (Specific Behavior) This step of the model helps the employee understand the impact of his or her actions.

Step Three –Discuss the Future Desired Behavior The third step of the model discusses the future desired behavior. It can either be an acknowledgement of positive behavior or a discussion of skills that can be built in the case of constructive feedback. A useful test is to ask: Do I know what I want them to do differently or continue doing as a result of this feedback? The chart below shows a few more example of the Feedback Model. These examples may sound stiff or formulaic... they simply illustrate the model. You will want to adapt the process to your own conversational style.

Step One *Observation* of a Specific Behavior	Step Two The *Impact*	Step Three *Future Desired Behavior*
Your report was due Tuesday and it didn't arrive until Friday.	This delayed the budget consolidation process.	Timeliness is important. Let's talk about how to prioritize more effectively.
The charts you used to present the survey results were easy to read.	We were able to quickly see what actions need to be taken.	How we can use charts more frequently in other reports?
Your comments on the report weren't specific.	We aren't sure what needs to be done.	Please be clearer with your recommendations.