

# Tips to deliver redirecting (constructive) feedback well

## Timing

- Ask for permission to share and ask when a good time would be
- Consider whether it's best to set an appointment and give the person a bit of advanced notice (in most cases this is preferable), or simply pull them aside impromptu
- Make the feedback timely - don't wait too long or the feedback is less helpful- deliver it ideally within a day or two
- As much as possible, allow time for a conversation, for you to hear their "why", their intention, and in case they want to discuss ideas for doing things differently in the future

## Location

- Always deliver constructive feedback in a private setting

## Intention

- Be clear on your intention and build that into your messaging
- What do you hope to achieve by sharing this feedback?
- What do you anticipate will be the emotional impact, and how can you frame your messaging to minimize a threat response, while still delivering a clear message? Consider practicing your approach with an unconnected third-party

## Method

- If the content is sensitive or potentially contentious, spend some time thinking about and preparing for your conversation
- Focus your message on changeable behavior
- Choose the best feedback delivery medium – it is typically best to provide constructive feedback in person, but sometimes it will be necessary to do so over the phone or via email
- It is usually best to provide feedback directly to the person in question, but under some circumstances (e.g. the person is hostile to receiving feedback) you may need to provide it indirectly, through their manager

## Remember....

Always start off by allow the person the opportunity to **self-generate feedback**, or identify the issue themselves.

Ask:

*How did you think that presentation/project/meeting/conversation went?*

*How are you feeling about your contributions over the past month?*

# Framework for Delivering Re-directing Feedback

Allow for Self-Generated Feedback

**SG**



Share Context, Observations & Impact

**COI**



Listen, stay curious  
Co-create or support the Remedy

**LR**



Relate, be humble  
Positive Reinforcement

**RPR**



- Ask: “How’d you think that went?”
- If the person shares your view on where things went poorly, concur, appreciate their insight and jump to L.

- Clear Delivery of what you saw/heard + the impact you notice or worry about
- Include patterns/trends you have observed

- Stay curious + open to new information or mitigating or misunderstood factors
- Explore their intention
- If necessary, clarify expectations
- Consider co-creating the remedy or development path (now or later)

- Relate, empathize and consider sharing a story of how feedback helped you; we’re all human
- On an on-going basis notice and praise effort or improvements

# In summary:

## Key tips to disarm the threat response

- Build up trust and goodwill (positivity ratio)
- Give an opportunity for self-generated feedback before you give your own perspective.
- Offer it as a perspective – “here is how I saw/interpreted this...”
- Use COI (context, observation, impact you perceived)
- Emphasize your intention and care
- Share that you believe the negative impact was not intentional (if true!)
- Be open to hearing about their intention or rationale
- Relate - Share a personal struggle you overcame with feedback
- Notice, recognize and reinforce their efforts or self-awareness