FEEDBACK WORKSHEET

Step 1: Identify the behavior for which you want to give feedback.

I would like to give my protégé constructive feedback on…

Describe the focus of your feedback in terms of behavior. I have observed/noticed….

Step 2: Describe the effects of the behavior.

When you do

Step 3: Describe the change in behavior you are recommending.

Double-check your statements to make sure you are not using judgmental language or making generalizations. Then begin to deliver the feedback keeping the following tips in mind.

- Pick your time and place – it is a good idea to give feedback when you are both in a good frame of mind and in a private setting. Do not attempt to give feedback in the heat of the moment, particularly if you are upset or angry. Wait until you are both calm.
- Give your protégé a "heads up" that you want to give him some feedback so he is prepared to listen.
- Remember to listen and to be empathetic, but do not be sidetracked with apologies or excuses. Acknowledge what your protégé is saying, but stay on track with the delivery of the feedback.
- Get feedback on your feedback. Ask your protégé how he feels about the experience – what worked and what you could do better.

REFLECTIONS

Think back to your childhood – who around you gave you feedback on how you were doing – in school, in the family, or at sports? Write their names below.

How did their feedback – whether it was called discipline, or advice, or coaching, or scolding – feel? Write down words that describe how you felt about the feedback you received from the people listed above, when you were a child.

Think about bosses you have had in your career – what did they do to help you look at your performance and determine how to improve it?

Think of the person in your life who was the very best at helping you see how you were doing and how you might improve without shaming you or making you feel defeated – write his or her name below, and then write how s/he did it. What do you remember about his/her approach? Do you think you might try that style with your protégé?