

## The Feedback Model Worksheet

Directions: Use the blank spaces below the examples for your own situation.

**What is the problem?** Example: A part designed by an engineer has a flaw in it.

**Appreciation** (Can you find one thing that you genuinely appreciate about this person?): For example (in a manufacturing setting): "I appreciate the time and detail you spent on the design of that metal part."

**Clear and Specific** (What behavior do you want changed? What did you notice specifically that happened?): "I noticed however that part is susceptible to vibration based on its specs."

**Impact** Describe the effect or feeling the errant behavior or outcome has on you, the customer and/or the business. : "If a customer has a faulty part then the products they are using the part in will be in jeopardy and this can have adverse consequences for their business."

**Request** (What do you want to see specifically happen in the future; make a request on how it could be better). "So I would like you to rework the specs and make adjustments for the vibration potential."

Now put all of these points (bolded in the above example) in a paragraph and deliver it. You can write it down for yourself first just to get clear on the points and practice it a few times before giving it. Delivering the feedback in person is the best way to proceed in my opinion. Make sure you are in a calm emotional space and conducive environment (not too noisy, etc.). Make sure to listen to how the person takes the feedback, they may have some valid points to consider that may shape your understanding of the situation differently. Most people upon hearing the feedback accept it and will change. This is what I call one-and-done feedback.

Some others may get defensive. If a person becomes defensive and begins to blame others, for example, simply take a deep breath and ask the person what they heard you say? This has them reiterate from their perspective what the feedback meant for them, what they heard. You may find that they are judging themselves too critically or that they have some information that you didn't consider. Be open to changing your mind all the while staying firm in the outcome that you want. This is a delicate balance.

One other thing to consider is the possible emotional and mental space that the person you want to give feedback may be in at that particular time. For instance, if a person is just coming off an absence because of a family death, it might be good to wait a little while before delivering feedback.

Use these steps the next time you need to give someone in your business feedback. You'll find that done right and often, feedback creates a culture that values it.