



Constructive Feedback

NAME

DATE

Discussion Objectives: Discuss the objectives below and note the answers and observations that result from your conversation. Use the insight gained to identify opportunities for performance improvement or professional development. Agree on follow-up activities.

A. The job responsibility, specific task, or area of performance that is the subject of this feedback...

B. The observed behaviors related to this subject...

C. To develop a shared understanding of the situation, discuss the following...

- Are the above observations are correct
- Decisions for which the employee is primarily responsible that impact the work product
- Barriers to performance identified by the employee

Suggested Questions:

Can you help me understand what is happening from your perspective?

What aspects of this job responsibility do you find challenging?

Do you feel you have the necessary resources and support to do your best work? If not, what is needed?

Notes, Actions, and Follow-Up Plan

Constructive Feedback: Tips for Supervisors

Discussion Objective

To discuss a gap between expectations and work performance.

When dealing with a gap in expectations, supervisors and employees should collaborate to openly discuss the situation and create a plan to resolve it. The conversation should focus on facts and observed behaviors. This is a problem-solving discussion with the intended purpose of defining specific actions to correct or improve behavior and performance.

Begin By Stating The Goal

Every *Constructive Feedback* conversation should begin with an explanation of the purpose. Be clear when you are ready to begin, i.e., “We are here to discuss...”

Explore Solutions

Openly discuss steps that might be taken to resolve the situation. This is a two-way dialog and you should keep an open mind.

Let the other person know what is important to you and why it is important. This helps them to understand your point of view. Use open-ended questions to engage in dialog. Refrain from using questions that include “why” as this tends to be interpreted as accusatory in nature and may shut down the open dialog. Listen to what they have to say in response.

Agree On A Course Of Action

Come to an agreement on how to resolve the situation. In order to make sure the conversation is productive, guide the conversation so it does not just go on and on, you may need to interrupt to bring the person back on point. This is why your opening statement is so important. It provides a road map for the discussion and a way to bring it back on path.

When you close the meeting, reiterate the action plan for all parties. Finally, follow up the conversation with an email confirming the discussion.

Conversation Preparation

- Gather facts and documentation that indicates gap in expectations and/or behavior
- Set goals and expectations for that employee (annual and project/task related)
- Provide examples of work product
- Note behaviors [what, when, where, who was involved]
- Outline departmental guidelines if applicable
- Identify conversation goal
 - Focus on the operations of the department and how this behavior or lack of result has affected operational goals.
- Conduct the meeting in a private location.