



## Guidelines for Constructive Feedback

- Acknowledge the need for feedback – this should be part of team member’s behavior and the organization’s culture.
- Give both positive and constructive feedback, i.e., feedback that helps an individual improve.
- Understand the context – where it happened, why it happened, what led up to the event; before you give feedback, review the actions and decision that led up to the moment.
- Know when to give feedback – do not give feedback when it is about something that the person has no power to change, the person has low self-esteem, purpose is not improvement, but to put someone on the spot or to demonstrate how smart or how much more responsible you are; the time, place or circumstances are inappropriate (in the presence of outsiders).
- **Know how to give feedback**
  - Be descriptive.
  - Do not use labels.
  - Do not exaggerate or pass judgment.
  - Speak in terms of yourself, especially when describing areas of improvement.
  - Restrict your feedback to things you know for certain.
  - Help people hear and accept your compliments when giving positive feedback.
- **Know how to receive feedback**
  - Breathe.
  - Listen carefully.
  - Ask questions for clarity.
  - Acknowledge the feedback.
  - Acknowledge valid points.
  - Take time to sort out what you heard.