Feedback is one of the most powerful development tools we have, when it is well delivered. Well delivered (constructive) feedback allows people to understand exactly what it is that others value them for and what behaviours/actions are desired. There are many different frameworks you can use to deliver constructive feedback. Below are a sample of frameworks, pick which one works best not only for you, but also for the person receiving the feedback – it is important they are able to act on the feedback once they have received it.

**Useful feedback frameworks:**

**Action:** what specifically is being done well or less well  
**Impact:** what effect is this having?  
**Desire:** what could be done differently and how?

**Me and you**
How do you feel that went?  
Ok, this is how I feel it went...  
How could you do it differently next time?  
Ok, this is how I think you could do it differently...

**PAST**  
Present the facts  
Ask for comments  
Suggest solutions  
Test for understanding

**EPM**  
Empathise – you understand  
Pinpoint – specific examples  
Move forward – agree actions

**Coach Approach**  
What was the goal?  
What happened?  
What could you do differently?  
What are you going to do?

**Mentor Approach**  
What has happened in the past is...  
What needs to be different in the future is...  
How I want you to achieve this is...  
The benefits to this approach are...  
When can I expect you to start?
<table>
<thead>
<tr>
<th>Feedback Pitfalls</th>
<th>Feedback Top Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Being blinkered – remember feedback isn’t just about doing things your way.</td>
<td>Feedback should be descriptive and specific, not general.</td>
</tr>
<tr>
<td>Comparisons - don’t compare to better or worse examples – comment on actual</td>
<td>Behaviour based, not personality.</td>
</tr>
<tr>
<td>standard expected.</td>
<td></td>
</tr>
<tr>
<td>Mind reading – don’t assume the other persons intent for their behaviour – ask</td>
<td>Should be a two way conversation.</td>
</tr>
<tr>
<td>and find out.</td>
<td></td>
</tr>
<tr>
<td>Judgement – don’t feedback without supporting evidence.</td>
<td>Ask them their opinion first, then give yours.</td>
</tr>
<tr>
<td>Don’t give feedback with a rigid mindset that someone is “good” or “bad” at</td>
<td>State the facts, do not get personal.</td>
</tr>
<tr>
<td>everything.</td>
<td></td>
</tr>
<tr>
<td>Leniency – don’t give soft feedback to avoid conflict.</td>
<td>Own your feedback! Don’t say, “I agree but X says…”</td>
</tr>
<tr>
<td>Event bias – watch out that your feedback isn’t tainted by recent events, be</td>
<td>Once you have both commented, agree a way forward together.</td>
</tr>
<tr>
<td>they either good or bad.</td>
<td></td>
</tr>
</tbody>
</table>
You have just overheard the following exchange:

**Team Leader:** I have to say that I was disappointed by your performance this afternoon.
**Monica:** Oh! I didn’t think I did too badly.
**Team Leader:** I found your manner stand-offish and your inability to cope with questions was embarrassing.
**Monica:** Well, I was feeling a bit out of sorts following the incident this morning and the first question really threw me. I found it hard to get back on track after that.
**Team Leader:** You really must get a grip. You need to crack these important sessions. What sort of training do you think you need?

Questions to consider:

How effective do you consider this to have been in terms of feedback? What opportunities were missed?

How would you consider changing the approach of the Team Leader to deliver a better result?

*N.B. You may need to make some assumptions regarding the detail of what happened in order to respond appropriately.*