
BEST PRACTICES FOR EFFECTIVE FEEDBACK: **Requesting Feedback, Receiving Feedback, Giving Feedback**

Effective feedback is an open and honest exchange of information—observations, feelings, facts, and perceptions—between two or more people, in order to increase capability, enhance communication, and/or further develop a working relationship. All three parts of feedback require skill.

Requesting Feedback: The best way to get more feedback is to request it. When you request feedback you need to make it safe for the person to give it to you.

- Be clear about what you want for feedback and why
- Acknowledge any risk there may be
- Give the person time to gather her/his thoughts
- Create an environment that is safe: direct eye contact; relaxed body; listening; close the loop—do something with the feedback and report back so the giver sees it's worth giving feedback and being honest

Receiving Feedback: The best way to receive feedback is by seeing it as an unanticipated gift. It might not be what you would have chosen, but if it's delivered effectively, there's almost always something to learn from it.

- Listen to understand rather than to judge the other person or defend yourself
- Ask questions for clarification, as needed
- Adopt the mindset: There is no such thing as a "wrong perception"
- Summarize key point(s) you heard – check your understanding of the message
- Thank the feedback giver for assisting in your development (they probably worked hard at giving it!)

Giving Feedback: Use the SBIA model below and build skill in delivering it well. Remember both appreciative and constructive feedback is important.

- Think first: What's your real objective in offering feedback?
- Get permission (unless the person is your direct report)
- Avoid using labels (ex: organized, reliable, disrespectful, arrogant)
- Use the feedback model:
 - Describe the *situation* you experienced
 - Describe the *behavior* you saw, avoiding labels
 - Describe the behavior's *impact* on you, and/or your team, the company, a customer, etc.
 - Suggest *alternative* for next time (if constructive)
- Ask for summary of what was heard; arrange follow up, as needed
- If constructive, express support for person's capability and their development from the feedback given