

# KEYS Productive Feedback: *Components of Effective Feedback*

## Knowledge and Education for Your Success

**When planning feedback, it's important to ground the feedback in specifics, ensure it is focused on behaviors (vs. attitudes) and that the recipient understands how effective or ineffective behaviors impact others.**

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### **Situation**

When did this occur? Who was involved? Where did it happen? Ground the feedback in specific occurrence(s) so the recipient has something concrete to refer to.

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### **Behavior**

Describe the characteristics, observable actions, verbal and nonverbal behaviors. What was the specific behavior? What behaviors are beneficial to continue? What behavior do you want to see instead (if constructive feedback)?

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### **Impact**

What was the impact on the results, working relationships with colleagues and/or the individual's effectiveness in the workplace? How was the behavior effective and/or ineffective?

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### **Consequences**

What will happen if the behavior doesn't change? What are the benefits to changing the behavior?

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### **Example**

In the Project Get Going meeting yesterday, there were 4-5 ideas on the table for discussion, and for each one, you identified reasons why they wouldn't work (there's not enough money for that, people aren't going to have time to do that, that's never worked before). This is something that I've noticed numerous times and have heard about from co-workers about a meeting held 2 weeks ago.

While it's important to be practical and realistic about the implementation of our ideas, did you notice the others' response after you pointed out why the third idea wouldn't work? People stopped offering their ideas, the energy in the room dropped significantly, and two people have since told me that they would prefer not to work on projects with you. Always focusing on the obstacles and problems of the situation hampers our ability to think outside of the box, and also dampens the energy of the group.

To encourage innovation and collaboration, I'd like to see you participating in the brainstorming/identification of alternate ways to address issues/potential solutions, particularly for those ideas that you do not think will work or those ideas that you negate in meetings/conversations with others.

Being diplomatic and a team player will help others see alternative ways to be effective in the workplace and make others more willing to work with you. (OR) If you're not able to be balanced in the feedback/brainstorming activities for the project, I'll have to re-assign your tasks to someone who is more skilled in working with people on collaborative projects that require this critical team approach.