



Effective Feedback

WTM
HEN

The event during which the action took place.
Feedback should be timely.

W
HAT

What I observed the person say/not say or do/not do. **Feedback should be behaviorally specific.**

W
HY

Why the person's actions/inactions were important. **Feedback should help the person understand the impact of their behavior.**

W
HAT NEXT?

What you want to see the person do next time. Either repeat actions that were effective or change actions that were not. **Feedback should inspire positive future action.**



W4 Feedback for Success

When: *During today's meeting about the recent delays in production,*

What you did: *You came prepared with data you collected from the team about what happened and ideas for solving the problem.*

Was important because, why? *This helped the group understand the issue and stay solution focused, which led to a quick and informed decisions for moving forward.*

What next? *Keep it up! This kind of initiative and team approach to problem solving will help us to be better prepared to respond in the future.*

W4 Feedback for Improvement

When: *During today's meeting about the delays in production, Joe from your team, began to share an observation he had about the new process flow,*

What you did: *You interrupted him before he could finish and told him the process is what it is and that a lot of thought and planning had gone into creating it.*

Was not successful because, why? *This not only shut Joe down from contributing to ideas for solutions, but I noticed that the rest of the team remained pretty quiet. This could send a message to your team that their input isn't valued and impact their desire to bring ideas or potential problems to you.*

(Seek) What will you do differently next time? *What do you think the next step should be with your team to encourage them to share their thoughts and ideas?*

OR

(Tell) What I want you to do differently next time: *I suggest you circle back with Joe and the team to get their input on this issue and discuss how you might ensure team input and questions are welcome and heard.*



W4 Feedback for Success

When: _____

What you did: _____

Was important because, why? _____

What next? _____

W4 Feedback for Improvement

When: _____

What you did: _____

Was not successful because, why? _____

(Seek) What will you do differently next time? _____

OR

(Tell) What I want you to do differently next time: _____
