himsel &
associates

FEEDBACK WORKSHEET

himsel & associates

WHAT MOST PEOPLE WANT IN PERFORMANCE BASED CONVERSATIONS

- What does “good“ look like? What are your expectations of me?
- Where do I stand? Level with me...
- Recognition and appreciation when I’ve done a good job
- Honesty
- What do I need to do differently?
- How will you help me?
- To know that you care...
- To be heard

FEEDBACK TOOLS

Subjective vs. Objective Language

SUBJECTIVE	OBJECTIVE
Vague	Specific
Judgmental	Neutral/factual
Evaluative	Descriptive
Exaggerated	Accurate
Inferences	Behaviors/Results

PRACTICE

SUBJECTIVE DESCRIPTION	OBJECTIVE DESCRIPTION
Doesn't take initiative	*Has not volunteered to lead any of the past 2 team projects*
Showed a good attitude	
Doesn't speak up	
Helped take the crew forward	
Not a team player	
Did a good job	
Isn't committed	

TOOLS

Clarifying Performance Standards and Expectations

S/T Situation/task/responsibilities/ performance standard

A Action/behavior...what the person did and how it compares to the standard

R Result/outcome/impact

STAR EXAMPLE

S/T We had previously agreed that it was important for you to share customer information with everyone on the team because every customer contact is a valuable source of data

A Unfortunately, you didn't tell the team about the information gained from your discussion with the Dealer - especially as it clashed with the formal market studies

R That meant our decisions were less informed than they could have been

TOOLS

How can you apply the STAR framework to an upcoming conversation?

S/T Define it. What would you say?

A

R

FEEDBACK MESSAGES

Adaptation

1 **Start with a simple objective statement of the behavior you wish to see changed**

- *"When you interrupt me/others at work..."*
- *"When you take sole credit for our collaborative work..."*

2 **Describe the negative effect it has had on you**

- *"I/others don't get a chance to voice opinions"*
- *"I/others don't have a chance to highlight contributions"*

3 **End with a feelings statement**

- *"I/others feel marginalized"*
- *"I/others feel underappreciated"*

Ex: "When you continually interrupt me during meetings, I don't get a chance to voice my opinion, and I feel marginalized."

**Note: no qualifiers (sort of, kind of) or apologies, ("I'm sorry, but...")*

TAKEAWAYS AND PRACTICE

PRACTICE

KEY TAKEAWAYS