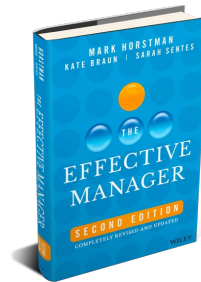


The Effective Manager

Feedback



Feedback Step 1 - Ask

- **Always Ask**

- *“But wait! I’m the boss!”*
- Always - For Both Affirming And Adjusting

- **It’s Okay If They Say No**

- **Here’s How It Sounds:**

- “May I give you some feedback?”
- “Feedback?”
- “May I share something with you?”
- “Can I have a word?”

Faster Is Better



Feedback Step 2 - Describe Behavior

- Behavior Is What You Can See And Hear
 - Don't Guess At Motivation And Intent
- *Attitude Is Not Behavior*
- Here's How It Sounds:
 - “When you call the customer...”
 - “When your briefing is accurate...”
 - “When you're late to a staff meeting...”
 - “When you miss a deadline...”

Behaviors

Words You Say

How You Say Them

Facial Expressions

Body Language

Work Product

Faster Is Better



Feedback Step 3 - Describe Impact

- **Describe The Results Of Their Behavior**
- **Cause & Effect; Action & Reaction; Incident & Response**
- **Impacts Don't Have To Be 'Big', Or 'Important'**
- **Here's How It Sounds:**
 - “Here's what happens, the customer calls to thank me...”
 - “The team is informed...”
 - “Here's what happens, it messes up the agenda...”
 - “Others have to adjust their timelines...”

Faster Is Better



Feedback Step 4 - Future Effective Behavior

- **Affirming Feedback Means Thanks**
- **Adjusting Feedback Means Doing It Differently**
- **Here's How It Sounds:**
 - “Thanks.”
 - “Please keep it up.”
 - “Can you do that differently?”
 - “What can you do differently?”

Faster Is Better

