

Giving Feedback That Lands

Prepare feedback that is specific, fair and useful

Feedback that is vague, delayed or wrapped in so much apology that the point is lost helps nobody. Clear, specific feedback, given promptly and kindly, builds trust and makes it easier for people to improve. It also applies to praise: specific recognition is far more motivating than “good job”.

IF SOMEONE NEEDS HELP NOW

If there is an immediate risk to life, call **999**. Samaritans are available free, 24 hours a day, on **116 123**. In England, NHS 111 (option 2) connects to an urgent mental health service.

01

Plan it

	MY NOTES
Situation: when and where, specifically?	
Behaviour: what did they actually do or say? (Observable facts, not judgements about character.)	
Impact: what was the effect, on the work, the team, clients or you?	
Next: what would I like to see, and how can I help?	

INSTEAD OF

"You're just not very reliable lately."

TRY

"In Tuesday's client meeting, the figures you presented hadn't been updated since last month. The client noticed, and we lost some credibility. Can we agree a check before anything goes out, and is there anything making that hard at the moment?"

02

Check yourself

- Am I giving it soon enough to be useful?
- Is it about behaviour they can change, not personality?
- Have I chosen a private setting?
- Am I ready to listen to their side?
- Have I given positive feedback recently too, so this is not the only kind they hear?

Afterwards

WHAT WE AGREED	SUPPORT I WILL GIVE	WHEN WE WILL REVIEW