

# Giving Feedback

Describe the **situation (S)**

Be specific about the observed **behavior (B)**

Explain the perceived **impact** (you, others, task) **(I)**

Check for **understanding (+)**

**Recommend** action steps **(R)**



**Situation** is the *specific* event or circumstance

**Behavior** is:

- Observable actions
- Verbal comments
- Nonverbal behaviors and signals
- Mannerisms

**Impact** is:

- What I (or others) think, feel, or do as a result
- I saw ... I heard ... I felt ... I thought ...
- It is **not** an interpretation or judgment on *motivation* or *intent*

**Recommendation** are suggestions for what to start/stop/continue

# When Receiving **Feedback**

1. Say thank-you.
2. OK to ask for clarification
3. Don't defend/justify
4. Keep in mind that perception is reality
5. Focus on recommendations.
6. Ask for continued feedback
7. It's OK if you don't agree with the feedback. But its critical you understand how the person is feeling.



**Remember 4-to-1...**  
four positive / affirming  
observations to each  
constructive feedback