BUILDING TRUST

GIVING & RECEIVING EFFECTIVE FEEDBACK

Despite people's best intentions, certain behaviors can undermine trust and the effectiveness of collaboration. Here is a non-judgemental way to give difficult feedback so that it's easier to hear and accept, which increases the likelihood of empathy and behavior change. Unsolicited and unwelcome feedback might do more harm than good so be sure to ask the person if he or she is okay with you sharing your feedback BEFORE doing so.

It's important to follow the flow below. It may feel awkward at first but as you experience the benefits of using it and get familiar with the language, it will be natural and worthwhile over time.

"When you _____**,** (behavior) **the impact on me is** _____**,** (impact)

so I think _____ (interpretation) **and I feel** _____ (feelings)**."**

The Behavior is a specific thing the person said or did (or says or does). Just describe the behavior very factually.

> "I was talking and you started talking before I finished…

The Impact is how the behavior affects you.

> …I lost my train of thought and I didn't get to say what I wanted to say.

The Interpretation is what you think the behavior means.

> That makes me think that you don't respect my opinion…

The Feeling is the specific emotional you experience as a result of the impact.

> …and I feel insulted."

We know that it can be challenging for people in work situations to share their personal feelings, even in such a formal way (although we do it whether we intend to or not). While you can leave out the last step in the feedback template below, it will significantly reduce the effectiveness your feedback.

Note that what is *not* included here is any statement about the other person's intent. Assigning malicious intent to others is often what deepens anger and unproductive conflict. Just like we can't predit the future, we can't really know another person's intent

Feedback is never just one way. Once you've given feedback, be ready to receive feedback, which will help create a shared pictur eof what's going on. Based on that shared picture, you can then make requests of each other for more helpful behaviors going forward.

Increasing the Effectiveness of Your Feedback

- Try to give feedback about a behavior as soon after it happens as possible…but not while you're too angry. Giving feedback sooner helps the other person identify the behavior you're talking about (after all, it's hard to remember a specific situation that happened two months ago). But if you give feedback while you're angry, the high emotional content will overwhelm what you're saying and the other person will likely feel attacked.

- You can help others provide you with better feedback with a relatively simple question: "What did you see or hear that caused you to make that conclusion?" That helps the person focus on your behaviors rather than assigning intentions or motivations to you.

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