

Guidelines for Giving Criticism

Do it privately.

Offer praise before critique to establish a positive tone (*do NOT follow with the word "but"*).

Stick to the facts: not opinions.

Use sincere supportive tone and speak slowly. Prepare mentally first so that you are in a state of *caring*.

Focus on the behavior, not the person.

Use questions to draw out the other person into acknowledging the error.

Don't let your emotions take over.

Don't set up a defensive conversation by following the word "you" with "don't", "can't" or won't"

Don't exaggerate the situation (always, never, worst)

Don't dig up the past; stick to the current issue.

Guidelines for receiving a critique/feedback

Manage your emotions: listen objectively to make sure you fully understand.

Calmly evaluate and comment if they are valid and can help you improve.

Listen 80% of the time and speak 20% of the time.

Don't tune out and start "your own conversation"; you may miss some important points.

Avoid negative body language: fidgeting and looking away.

Don't jump in and defend yourself or blame others.

Don't let a critique damage your self-esteem/self-confidence.

Feedback formula:

1. State the facts:

On (date/dates) I noticed (state behavior). Is this correct?

2. State the company philosophy regarding the desired change.

3. Check in: *Is there something you don't understand or did you forget?*

4. Fully listen to the response; ask another question if it helps you understand this person's situation.

5. Create a statement of the desired change.

6. Check in again... *Can you do this?*

7. State a consequence if the behavior continues.

On first offenses this may not be necessary. Note that lasting changes in behavior **requires** consequences.

