

# FEEDBACK STEPS FOR INCREASED PERFORMANCE

by Beth Armknecht Miller

## 1. BE DIRECT AND DELIVER IMMEDIATELY

Don't delay feedback. It is much more effective when it is provided when you have observed the behavior. The person receiving the feedback will be able to recall the event more easily.

*"I want to discuss... The reason for our meeting is..."*

## 2. STATE THE REASON FOR THE CONVERSATION

Be clear about why you are having the conversation. Emphasize your concern.

*"There is a problem I am concerned about... There is a risk and impact..."*

## 3. DESCRIBE WHAT YOU KNOW-ACTUAL EVENTS, SPECIFIC DATA.

The more specific you are with the details that have led to the need for the conversation, the less reasons the person will have to become defensive. Never make it personal, focus on the facts.

*"I saw... The report shows... I observed... The data is trending..."*

## 4 DESCRIBE THE CONSEQUENCES OF THE CONTINUED BEHAVIOR

When someone understands the consequences of not changing then you have provided motivation for them to change their behavior. This implies that you understand what drives and motivates them.

*“If this continues, then... If this doesn’t change, then...”*

## 5 DESCRIBE HOW YOU FEEL ABOUT THE BEHAVIOR

Your feelings are yours and yours alone. Another person can’t challenge your feelings. This step is an important part of the process and it’s often overlooked or skipped.

*“This is causing me concern. I feel... I am frustrated that...”*

## 6 ASK QUESTIONS TO UNDERSTAND THE CAUSE OF THE POOR PERFORMANCE AND DEVELOP A PLAN OF ACTION

Getting the person to think through other options they may have and developing a plan for improvement will increase ownership and commitment for improvement. If you give them a solution, they won’t fully own it and they haven’t improved their capacity to take on other challenges. Teach them to fish, don’t keep throwing them fish.

*“How do you think this makes your team members (or customers) feel? What options do you have to resolve the problem? What additional assistance do you need from the team or me? When do you plan on resolving?”*

## 7 SUMMARIZE THE CONVERSATION AND GET COMMITMENT ON NEXT STEPS

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Share with them what you just heard from them i.e. the next steps they will take for performance improvement, any assistance you have committed to, and the consequences should they not meet their commitment.

*“Let’s review our discussion, you will... and I will... by a specific date”*

## 8 REPORT ON PROGRESS AND MAKE ADJUSTMENTS TO PLAN

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You will report back to me on... if you are having problems making progress request a meeting before the date. Make necessary adjustments to the plan to keep progress moving forward.



Beth Armknecht Miller’s passion for learning, and dedication to helping others, are strands woven throughout her distinguished career, which continue to guide her work with Executive Velocity, a top talent and leadership development advisory firm.

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