

FEEDBACK REFERENCE SHEET

Feedback Requirements:

1. **Direct:** speak to the person
2. **Specific:** give an example
3. **Non-attributive:** speak to their behavior not their character

Feedback Formula:

- (S) – Situation
- (B) – Behavior
- (I) – Impact (own your experience by using “I” Statements)

Constructive Feedback**Situation/Behavior:**

_____ (name) , during the _____ (situation) when
you _____ (behavior) ...

Impact:

I _____ (am concerned that, feel
disappointed that...).

“Nancy, the client tells me that she feels that your team has been unresponsive to her requests. I’m feeling a bit anxious that this will jeopardize our chances to renew the contract when it ends next month.”

Positive Feedback (Ongoing Regard)**Situation/Behavior:**

_____ (name) , during the _____ (situation) when
you _____ (behavior) ...

Impact:

I _____ (appreciated, respected, was
affected in this way).

“John, I noticed that you provided detailed statistics during the client presentation that really helped clarify our position. I left the meeting feeling confident and hopeful.”