Giving Constructive Feedback:  
*The 1, 2, 3 Formula*

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- Served on the Boulder Chamber of Commerce board and is the Member Council Chair, (focuses on building a sustainable membership base)
- President of the Boulder Area Human Resources Association (BAHRA)
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  - Society for Human Resource Management (SHRM)
  - American Chamber of Commerce Executives (ACCE)
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Session Objectives

- Recognize the importance of giving and receiving both positive and corrective feedback
- Discover the 1, 2, 3 formula for delivering consistent feedback
- Explore the art of questioning to clarify expectations and create accountability for outcomes

Key Elements of Effective Feedback
Key Elements of Feedback

- **Specific**
  - Clear, objective examples of behavior
- **Timing**
  - As close to the event as possible
- **Positive and Corrective**
  - Both are important for ongoing communication
- **Shares the Impact**
  - Behavior effects team, dept. or organization
- **Allows for Another’s Input**
  - Creates an entrée for discussion
- **Provides Opportunity**
  - Chance to re-establish expectations

Types of Feedback

- **Positive Behavioral Feedback**
  - Encourages specific behaviors or performance
  - Should occur consistently

- **Corrective Behavioral Feedback**
  - Necessary when specific behaviors or performance needs to be adjusted or improved to meet goals
  - Helps people get back on the right track and achieve goals
  - Should occur timely after observing behaviors
The 3 Step Feedback Process

1. **State the Facts**
   - Stated as observation
   - Focused on specific behavior/action
   - No judgment (not personal)

2. **State the Impact**
   - How it impacts the result, individual, team, company, customers

3. **Offer a Solution or Reinforcement**
   - States preferred behavior/action
   - Offers an alternative or what should continue

Tips on Giving Feedback

- Provide positive and constructive feedback
- Stay away from vague, general statements that don’t describe specific behaviors
- Refrain from starting sentences with “You …”
- Start sentences with “I…” or that are fact-based, like “On Monday, there was no phone coverage until 9…”
- Avoid absolute statements such as “You ALWAYS…” or You NEVER” that create defensiveness and are inaccurate (*people want to prove other situations*)
- Manage your own body language and send a common message with verbal, tone, and visual cues
Partner Activity:
Create Real Examples of Positive and Corrective Feedback

- Work with a partner to create an example of positive and corrective feedback you could use with the 3-step Feedback Model to:
  - Give employee feedback
  - Respond to push back of your idea in a team meeting
  - Communicate how a product is meeting supervisor or agency expectations

Practice listening more effectively…..

**Attend physically** – the right body language helps us to focus on the speaker and encourages the speaker to give us more information.

**Attend mentally** – follow the speaker’s flow of thought, listen to understand, not evaluate; listen first, then assess

**Check it verbally** – paraphrase, clarify, probe further, summarize your understanding
Good Habits of Effective Listeners

- Look at the speaker in order to observe body language and pick up subtle nuances of speech
- Ask questions to clarify, probe for additional information, and to create accountability for behavioral outcomes
- Give others time to articulate their thoughts
- Let people finish what they are saying before giving their opinion
- Remain poised, calm, and emotionally controlled
- Look alert and interested
- Respond verbally and non-verbally to acknowledge what is said
- Commit to your preferred solution

Exploring Questions

Open Questions
Open questions yield lots of information because they allow a person to say more than a “yes” or “no,” to share what is most important, or to give us background on what is being discussed.

Probing Questions
Probing questions are those that relate to something we want to explore further. It clarifies something that has already been said.
Closed vs. Open Questions

<table>
<thead>
<tr>
<th>Closed Questions</th>
<th>Open Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>When did that happen?</td>
<td>What led up to that?</td>
</tr>
<tr>
<td>Was your trip successful?</td>
<td>What did you manage to accomplish on your trip?</td>
</tr>
<tr>
<td>Did you like the candidate?</td>
<td>In what ways do you think that candidate meets our need?</td>
</tr>
<tr>
<td>Did you have a good meeting?</td>
<td>What happened at the meeting?</td>
</tr>
</tbody>
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Examples of Probing Questions

- Can you be more specific?
- Can you give me an example of that?
- What happened afterwards?
- How does this affect you (the team, the member)?
- What might cause that, do you think?
- Can you fill me in on the details?
Triad Activity:
Practice Giving Constructive Corrective Feedback

1. Work in groups of three and choose your roles (employee, supervisor and observer)
2. Use a constructive feedback scenario
3. Conduct a role play and give feedback to the intended person based on the scenario
4. Observer takes notes on how the feedback is delivered *(using the good habits examples)*

Session Summary

In this session, you:

- Recognized the importance of giving and receiving both positive and corrective feedback
- Discovered the 1, 2, 3 formula for delivering consistent feedback
- Explored the art of questioning to clarify expectations and create accountability for outcomes
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