

## Giving and Receiving Feedback

### Giving Feedback

When giving feedback, it may be helpful to follow a step-by-step process so that you can be confident that you never miss a step and can ensure your message is always effectively delivered. Use the **BEST** model to guide your conversation.

#### Behavioral Description

**First tell the person what he/she did. Describe the performance you heard or observed, and the behavior you wish to change.**

*For example, say, "I'd like to talk to you about our communication interactions. You may not realize it, but you have been interrupting me several times . . ."*

#### Event

**Analyze the current situation and describe the event in which the performance occurred. To do this, give your perspective on where and when the performance occurred.**

*For example, say, "You may not realize it, but you have been interrupting me several times – specifically, this morning at the meeting when we were discussing the new project . . ."*

#### State Impact

**Describe the impact the performance had on you, others, and/or the Agency. State your feelings and ask for the receiver's feelings or reactions.**

*For example, say, "You may not realize it, but you have been interrupting me several times – specifically, this morning at the meeting when we were discussing the new project. This made me feel as though you weren't hearing me out and others may have had trouble understanding my description of the project..."*

#### Talk about Action/Outcome

**State clearly and simply what desired behavior or action you want. Identify consequences of current behavior, and seek solutions or outcome(s) together.**

*For example, encourage the individual to find solutions by asking, "In the future, please try to hear me out first before giving your point of view. I do value your insights and think that we can improve our communication if you will hear me out before responding."*

### Receiving Feedback

When you find yourself on the receiving end of feedback, treat it like a gift. Follow these five steps when receiving feedback and you will be better prepared to understand the information and respond appropriately.

#### Step 1

**Listen** – Listen carefully to what the giver has to say. Don't interrupt.

#### Step 2

**Summarize** – Summarize in your own words what you understood the giver of the feedback to have said.

#### Step 3

**Clarify** – Clarify your understanding of the feedback by asking questions and seeking examples of behavior to help you understand.

#### Step 4

**Share** – Share your feelings, but avoid being defensive. As appropriate, you may want to take time to reflect on the feedback; don't feel the need to respond right away. Schedule a time to follow-up.

#### Step 5

**Respond** – Decide how you will use the information. Use feedback as a tool for your success and practice acting on it.

