

Leader Toolkit

Giving feedback

We are **INSPIRATIONAL** leaders.

We have regular feedback conversations with our team members so we can all be the best we can be.

Why use this tool

Use this tool to provide feedback to correct behaviour or to recognise good performance.

This tool is based on **AIID** - a useful way of structuring feedback, considering.

Actions - **Impact** - **Input** - **Desired outcomes**.

When to use this tool

Use the tool to **prepare for the discussion** that you will have about specific behaviours or actions.

How to use this tool

List what you will say and the questions you will ask in each step (AIID) of the feedback conversation.

1. Actions
2. Impact
3. Input
4. Desired action

The tool provides suggested ways to frame questions and statements and you will find more suggestions in the [Additional prompts](#) matrix.

Tips

Giving feedback - tips on making your feedback conversation successful:

- Own your feedback. Use an "I" statement to accept **RESPONSIBILITY** for your views.
- Be **COLLABORATIVE** - involve your team member. Ask questions when giving feedback, don't make the conversation one-sided.
- Be **DEDICATED TO QUALITY** - be clear on what the individual did well and what they could do to improve.
- Check to make sure that your team member understands your feedback.
- Choose an appropriate time and place to provide feedback.
- Don't overload the team member with too much information - only tell them what is useful and helpful.
- Show your respect for the team member by making sure you maintain confidentiality.
- Be honest and sensitive - it is your responsibility to provide corrective feedback when necessary, however difficult.

Receiving feedback - good practices for being **COLLABORATIVE** and involving the other person in the discussion

- Don't get defensive.
- Ask questions to clarify the feedback and explore this further.
- Don't ignore feedback. Work out what you can do with the feedback, how it can help you to improve your performance.



Your preparation

1. Actions What are the facts? What did the team member do? When you said..., I noticed that you... When you [did]..., What I heard you say was...	2. Impact What is the effect these actions are having? Describe impacts on the task, on the team, on customers, on the business.	3. Input List questions to get their view on the observations you have made What do you think about the comments I have made?	4. Desired outcome What kind of change in the performance or behaviour do you expect? Ask for their suggestions regarding changes to actions or behaviours. Include what you would like to see going forward.



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Additional prompts

Use the additional questions and statements below to:

- prompt your preparation for the feedback discussion
- help you decide whether it is better to introduce a feedback item as a question or a statement

Always end your conversation with a jointly agreed plan for future action and specify how and when progress against the plan will be measured.

Questions	Statements
Actions - describe the specific Actions or behaviours that you saw or heard the person doing	
<ul style="list-style-type: none">▪ Describe to me how you approached this situation?▪ What is happening at the moment?▪ What did you say/ do?▪ Who was involved?▪ What has been working/not working?	<ul style="list-style-type: none">▪ During X, Y, Z situation I observed you...▪ What I heard you say was...▪ I have noticed that you...
Impact - discuss the Impact that you have observed the behaviour or actions have had	
<ul style="list-style-type: none">▪ What are the implications of this behaviour for you? Other team members?▪ What are the challenges you face when you (x, y, z)?▪ Who does it affect, in what way?▪ What are the short or long term consequences of not addressing this (describe issue/ behaviour)?	<ul style="list-style-type: none">▪ The impact this behaviour is having on our work is (describe).▪ The effect your actions are having on the team is x, y, z (describe).▪ The long-term consequences of not addressing this are (describe).▪ It is important to see progress on this because (describe consequences/impact on business outcomes).
Input - ask for the person's Input, their perspective of their behaviours and actions	
<ul style="list-style-type: none">▪ Can you tell me what you understand to be the issue we are discussing?▪ Is there anything you want to clarify?▪ What do you think about the comments I have made?▪ Is there anything you disagree with?	<ul style="list-style-type: none">▪ It is important that you understand what I am trying to tell you and I may not have communicated this clearly.▪ I would like you to be open with me about your view of this feedback and how you see things.
Desired outcomes - focus on Desired outcomes - what they can do differently next time	
<ul style="list-style-type: none">▪ What can you do differently next time?▪ How would you like to handle this moving forward?▪ In the next few weeks what opportunities do you have to put this into practice?▪ What support do you need from me?	<ul style="list-style-type: none">▪ You could be more effective in meeting your outcomes by (specific action you would like to see).▪ I believe you can have even more impact if you (describe the behaviour).▪ What I would like to see you doing next time is...▪ The outcome I would like to see you achieve is...▪ I would like to see you doing more of/ less of (describe).

