

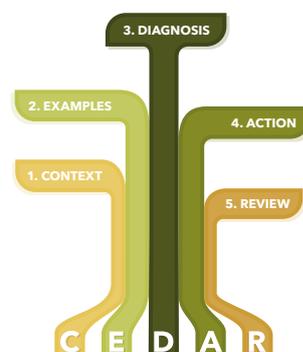
Positive Feedback Conversation Guide for managers

People can see how they add value when they understand the **meaning** and **significance** of their strengths and achievements. It also gives them an opportunity to explore how to leverage those capabilities to maximum effect.

PURPOSE: To help people recognize what they are doing well and encourage them to use those capabilities further

HOW LONG: 1 to 20 minutes

HOW OFTEN: Whenever a team member makes a special effort or achieves good results*



Use the CEDAR™ framework to guide the conversation

To lead a positive feedback conversation

Say something like

CONTEXT

- Help each person to understand the significance of the feedback and how it fits into their overall performance.
- Positive feedback is more powerful if you lead first.

The impact (on others / the task) was...
This is valuable because...
What's your perspective?

EXAMPLES

- Use specific examples to illustrate the context. There may be one big example or two or three smaller ones.
- Give recognition for effort as well as results.

What action did you take?
Two great examples I've seen are...
You made special effort in...

DIAGNOSIS

- Help each person to understand why they are where they are. Exploring cause and effect is an essential way to build insights.

What were the reasons it went well?
What wider factors might have contributed?
What personal capabilities or skills did you use?

ACTION

- Ask what actions they want to take to build further on their capabilities or use them more widely.
- Add your suggestions where helpful, just don't give these too early.

How might you use these abilities elsewhere?
How can I help you?

REVIEW

- Decide how best to follow up together.
- Help each person to practice further.
- Support with resources or coaching where appropriate.

When should we follow up next?

* Other great times are when people are learning something new and need a bit of encouragement. You might also want to encourage someone who's struggling.