

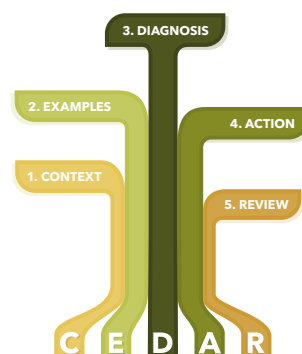
Positive Feedback Conversation Guide for managers

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
<p>CONTEXT</p> <ul style="list-style-type: none"> 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. 	<p><i>The impact (on others / the task) was...</i></p> <p><i>This is valuable because...</i></p> <p><i>What's your perspective?</i></p>
<p>EXAMPLES</p> <ul style="list-style-type: none"> 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. 	<p><i>What action did you take?</i></p> <p><i>Two great examples I've seen are...</i></p> <p><i>You made special effort in...</i></p>
<p>DIAGNOSIS</p> <ul style="list-style-type: none"> Help each person to understand why they are where they are. Exploring cause and effect is an essential way to build insights. 	<p><i>What were the reasons it went well?</i></p> <p><i>What wider factors might have contributed?</i></p> <p><i>What personal capabilities or skills did you use?</i></p>
<p>ACTION</p> <ul style="list-style-type: none"> 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. 	<p><i>How might you use these abilities elsewhere?</i></p> <p><i>How can I help you?</i></p>
<p>REVIEW</p> <ul style="list-style-type: none"> Decide how best to follow up together. Help each person to practice further. Support with resources or coaching where appropriate. 	<p><i>When should we follow up next?</i></p>

* 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.