

Positive Feedback Conversation Guide for team members

Positive feedback helps you to recognize what you are doing well so that you know where you add value. This will help you to succeed in your current role and can also guide your decisions around your future career direction.

PURPOSE: To help you know how where you are making an impact

HOW LONG: 1 to 20 minutes

HOW OFTEN: Whenever you have made special effort or achieved strong results



To explore positive feedback	Consider
<p>CONTEXT</p> <ul style="list-style-type: none"> Begin by understanding the significance of the feedback and how it fits into your overall performance. 	<p><i>The importance of this is...</i></p> <p><i>The impact (on others/the task) was...</i></p>
<p>EXAMPLES</p> <ul style="list-style-type: none"> Examples help you to understand where you add value, your specific strengths and capabilities. There may be one big example or two or three smaller ones. 	<p><i>What happened?</i></p> <p><i>What did I or others say or do?</i></p>
<p>DIAGNOSIS</p> <ul style="list-style-type: none"> The most important step is to think through <i>why</i> you are where you are. Exploring cause and effect helps you to develop insights about your performance. 	<p><i>What were the reasons it went well?</i></p> <p><i>What wider factors might have contributed to this?</i></p> <p><i>What skills or competencies did I use?</i></p>
<p>ACTION</p> <ul style="list-style-type: none"> Identify what actions you want to take in light of this feedback. Be as specific as you can as this helps to give you momentum. 	<p><i>How might I use these abilities more?</i></p> <p><i>What support might I need?</i></p>
<p>REVIEW</p> <ul style="list-style-type: none"> Decide how and when to follow up. Practice is an important way to help new skills become habits. Ask your manager if you need more resources. 	<p><i>When do I want to follow up next?</i></p> <p><i>What steps do I want to have achieved by then?</i></p>

How to Give Upwards Feedback

Influencing your manager to take actions or make decisions that benefit both of you is an important skill.

- **Start by taking the time to see their context.** They may be working under constraints that are not obvious to you and their priorities may be wider than you expect.
- **Next, think through what's working well.** Managers are only human and they like to know where their efforts are valuable. Emphasizing what they do that's useful will also encourage them to do more of that.
- **Finally, identify the one or two things you need your manager to do differently and why that is.** Be ready to explain how this change will help to improve your unit's results.

Say something like...

One thing that really helps me to be effective is...

One thing that I would value/would help me to be more effective is...