

## EFFECTIVE FEEDBACK

SPECIFIC.....	NOT .....	GENERAL
DESCRIPTIVE .....	NOT .....	EVALUATIVE
DIRECTED TO CHANGEABLE BEHAVIOR .....	NOT .....	DIRECTED TO UNCONTROLLABLE BEHAVIOR
SAID <u>DIRECTLY TO</u> A PERSON .....	NOT .....	SAID <u>ABOUT</u> A PERSON
TIMELY .....	NOT .....	GIVEN LONG AFTER THE INCIDENT
GIVEN IN SMALL DOSES.....	NOT .....	“SAVED UP” OR GIVEN IN LARGE, OVERLOADING DOSES
OWNED (“I...”)	NOT .....	GENERALIZED (“WE...”)
CHECKED FOR CLARITY OF RECEPTION/UNDERSTANDING.....	NOT .....	JUST “DUMPED” ON THE PERSON
GIVEN TO <u>HELP</u> A PERSON .....	NOT .....	ONLY TO MEET THE GIVER'S NEEDS
GIVEN TO <u>ALLOW</u> CHANGE .....	NOT .....	GIVEN WITH A <u>DEMAND</u> FOR CHANGE

---

### “I MESSAGES”

The use of “I messages” is one technique used to present feedback in a manner which reduces defensiveness. The “format” for “I” messages includes the four elements below which can be put in any order. It is generally most effective to start with the specific behavior then state your feelings, then the consequences of the behavior, and finally the behaviors you would prefer in the future if you desire an alternative to current behaviors.

“When you (specific, descriptive, changeable behavior), I feel/felt (the real feelings you actually have or had), the results are/were (consequences or affect of the behavior), and it would be more helpful to me in the future if you would (alternate behavior you would prefer).”

#### Examples:

“Mary, when you started to talk before I had finished, I felt very angry and, as a result, I didn't really listen to you. I just waited for a chance to disagree with you. I would prefer that you wait until I have finished speaking before you start.”

“Herb, when you take six paragraphs of lead-in and detail to make your point, I feel frustrated and bored and I don't really listen to you. I tune you out and probably miss some excellent ideas as a consequence. It would be more helpful to me if you would start with your “bottom line” idea and let us ask for the supportive details if we need them.”

“Pat, when you included representatives of our office in the project planning and management group, I was really happy as a result! We'll have the information and lead time necessary to support you much better than last time and our people feel much better about working relations with your department now. I hope you will continue this practice.”

## "I MESSAGE" FEEDBACK FORMAT

Name	"When you ... (specific, descriptive behavior)	...I feel... (real feelings... not thoughts)	...and the results or consequences are..."  (what actually happens due to the behavior)	...What would be more helpful to me is...  (specific behavioral example)