

Giving Feedback – The 4 I's

- 1) Intent – Be clear about why you are giving feedback; share your goal for the conversation
- 2) Incident – Be specific; stick to events that took place, actions taken, etc.
- 3) Impact – When talking about the impact, use 'I' statements; if it's relevant, share the impact on others/group, but don't make assumptions about how others have been impacted
- 4) Improvement – Explore other possibilities; negotiate a resolution, don't give an ultimatum; hear other the person's perspective as is relevant to future situations (this is not the time for defense)

Receiving Feedback

- 1) Breathe
- 2) Keep an open mind, expecting to learn new things
- 3) Remember that feedback is just information; it is not a judgment of your character
- 4) Stay present (see #s 1 & 2)
 - Listening without interrupting doesn't need to mean you agree with everything
 - Ask clarifying questions when necessary
 - Reflect back what you heard (i.e. paraphrase to make sure you understand)
- 5) Acknowledge the feedback, as well as the speaker for taking a risk by sharing it with you
- 6) Hold disagreement
 - Focus on what is conveyed to you; don't fall into trap of trying to explain, justify, defend, argue, etc.
 - If you need to, hold off on fully responding to feedback, or agreeing to next steps. If it helps, offer to respond once you have digested some of the information and let go of defensiveness. If you do this, make sure to follow through and help create closure for both parties.

* General advice: Lead with honesty, default to trust.