

# Giving *Feedback*

## ◆ 5 STEPS FOR A CLEAR AND HUMAN DEVELOPMENT CONVERSATION ◆

Feedback does not have to sound like an attack or criticism. When it is specific, timely, and focused on behavior, it helps the person understand what happened, why it matters, and what they can do better next time.

1

### Start with the specific situation

Avoid generalizing the situation. Focus on the concrete facts only, without adding opinions or assumptions.

#### Example:

In the last client meeting, the deadline was changed, but the team did not receive the information in time, which led to...

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### Describe the behavior, not the person

Talk about observable behavior, not personal qualities, character, or intentions.

#### Instead of:

"You are not responsible enough."

#### Better:

"The task was delayed, and I did not receive any prior information about it."

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### Show why it matters

Connect the situation to its impact on the team, the client, the process, or the result. This helps the feedback feel less like personal dissatisfaction and more like useful clarity.

#### Example:

"When we do not have information on time, planning becomes more difficult and the team has less time to react."

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### Check the person's perspective

Give the person space to share their perspective and the reasons behind the situation. Feedback is a conversation, not a monologue.

#### Question:

"What happened from your side?"

5

### End with a clear next step

Do not leave the conversation at the level of good intentions only. Agree on what will change and how you will follow up.

#### Example:

"Next time, if there is a risk of delay, let's make sure we have that information earlier."



### Reminder

Good feedback is not an attack. It is a way to bring clarity, keep respect in the conversation, and help the person take a better next step.