

Difficult Feedback Prep



Name of Person:

Date:

Purpose: Sometimes, our feedback takes the form of judgments or imprecise conclusions (“He’s not strategic!”). This can strike us as harsh and unhelpful, and thus feel difficult or impossible to express. The goal of this process is to extract what is useful to share from “difficult” feedback by naming the behaviors underneath our conclusions more specifically and neutrally.

1 “FIXED” CONCLUSIONS

1b. Choose one of your “Fixed” conclusions

3 MY EGO THREATS/CANDIES

4 MY PURPOSE - MAKING GOOD

2 OBSERVABLE BEHAVIORS (A)

2.1 DATA POINTS (A)

2.2 CAMERA DESCRIPTION (A)

5 Exploratory Conclusion(s)
(New B)

6 IMPACTS of the person’s AFI

DIFFICULT FEEDBACK PREP



Purpose: Sometimes, our feedback takes the form of judgments or imprecise conclusions (“He’s not strategic!”). This can strike us as harsh and unhelpful, and thus feel difficult or impossible to express. The goal of this process is to extract what is useful to share from “difficult” feedback by naming the behaviors *underneath* our conclusions more specifically and neutrally.

1 “FIXED” CONCLUSIONS

What are my judgments and conclusions about the person? These may have a “making-bad” vibe to them (i.e., your mind chatter when pinched about the person), or be less charged but feel “fixed” (“that’s just the way they are”).

1b. Choose **one** of your “Fixed” Conclusions (Initial B):

| | |
|---|--|
| <p>3 MY EGO THREATS/CANDIES</p> <p>What Dreaded/Desired Images or Ego Threats/candies are at play with the person, or around this topic? How am I filtering this through my biases? Check my ID Card. (Look for direct threats or threats by association.)</p> | <p>4 MY PURPOSE - MAKING GOOD</p> <p>What is my intention for the other person? For our team and projects? What do I care about in this situation? For what would I be willing to risk my ego being “threatened”?</p> <p>What intention can I take that might leave the other person with a sense of inspiration and empowerment?</p> |
|---|--|

2 OBSERVABLE BEHAVIORS (A)

2.1 DATA POINTS (A)

The Data Points...

What specific behavior(s) or incidents am I basing these conclusions on? Look for specific yet recurring events.

2.2 CAMERA DESCRIPTION (A)

Looking at Box 2.1, can I be even *more* descriptive?

- Camera check – are there any interpretations, inferences, assumptions or judgments hidden in Box 2.1? What would a camera record?
- Did I use any “shorthand” phrases (e.g., “His/her PPTs are too in-the-weeds”), that I can unpack – What, *specifically* wasn’t working? What *specifically* would have worked better?

Remember, *what seems obvious to me is not necessarily obvious to the person.*

5 Exploratory Conclusion(s) (New B)

Drawing from the observable behaviors in Boxes 2.1 and 2.2, can I rephrase for myself my conclusion in a way that helps me feel more emotionally neutral?

Test: would saying this conclusion out loud be as or more direct than my conclusion in Box 1b—and more caring?

6 IMPACTS of the person’s AFI

- What is the impact on me? On our relationship and projects?
- What is at stake for the person, for me, and/or for the team/department/company?
- (Optional) What conclusions/evaluations (see Box 1b) do I – and possibly others – make? What might be the impact of me or others making that conclusion?

How to share this chart:

1. **Start with TIRP/TIP** – Share Dreaded Images (can draw from #3) and your Purpose (draw from #4) in having the feedback conversation
2. **Share your Exploratory Conclusions** (#5)... in an exploratory fashion, so that the person can understand how you and possibly others are interpreting their behavior
3. **Share your key descriptive data points** (#2.1 and #2.2)
4. **Stop here and ask, “How do you connect to this?”**
Partner directly with them to better define their Learning Frontier (and possibly yours!)
5. **Share the impacts** (#6). People often resonate with how they affect others or what is at stake for them.

*Be attentive during the conversation for moments when it seems helpful to acknowledge the part your **Egosystem** plays in the situation (draw from #3).*