• Provide feedback, both appreciative and constructive, as soon as possible

• Share feedback in the spirit of respecting and helping someone

• Set expectations
  – Be detailed
  – Be realistic
  – Share the “why”
  – Share measurement criteria
  – Write it down

• Assume positive intent
  – Most people are trying to do their best work
  – Make the assumption that the employee thought what he/she was doing was best for the customer, team or university.

• Make an observation
  – Pay attention and watch your employee perform
  – Note both the positive and development performance behaviors
  – Use first-hand knowledge to give feedback; avoid formulating feedback based on hearsay or rumors
  – Discuss only observable behaviors and avoid a discussion about the employee’s motives or personality
  – Use as many details as possible

• Describe the preferred behavior
  – Concentrate on only one or two behaviors at a time
  – Use “I” messages (“I observed you today and noticed…”)
  – Ask the employee for his/her ideas on what to change

• Talk about the future
  – Restate expectations and clarify benefits or consequences associated with changing behavior
  – Check for understanding
  – Create a plan for moving forward