

Relationship-Centered Feedback

Feedback: a conversation where specific, nonjudgmental information is shared to support development

Set-Up

Introductions

- Establish personal connections (affirmations, icebreaker, etc.)

Clarify the Purpose of Feedback

- Describe importance of feedback in the relationship; consider sharing how feedback has benefited you

Set Goals and Ground Rules

- Elicit and specify goals for work together
- Negotiate how feedback conversations will occur (frequency, one-way vs dialogic, in-person vs written)
- Name specific times for feedback

Gather Information / Observe

Record words and behaviors

- Avoid “you were ...”
- Practice “I saw ...”, “I heard ...”, “I noticed...”

PEARLS

Partnership: Let’s work together on this.

Emotion: I imagine how frustrating this is for you.

Apology: I’m sorry to hear how difficult this is.

Respect: I give you a lot of credit for getting through this as you have.

Legitimization: Most people in your position would feel this same way.

Support: I’m going to stick with you through this.

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Reinforcing Feedback (“Keep”)

Ask

- “What did you do effectively?”
- Listen actively and carefully

Respond with PEARLS

- Gently redirect from self-critique
- Agree with or reflect self-assessment

Tell

- Add your own observations

Ask for reactions to the feedback

Modifying Feedback (“Stop”)

Ask

- “What would you like to do differently?”
- Listen actively and carefully

Respond with PEARLS

- Agree with or reflect self-assessment

Tell

- Add your own observations

Ask for reactions to the feedback

For challenging situations:

Ask

- “When you did/said x, what was your intent?”

Respond with PEARLS

Tell

- Share how intent and impact differ

Take-Homes (“Start”)

Ask

- What are (y)our take-home points?

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