

5-Step Negative Feedback Model

Use these five steps to effectively deliver negative feedback:

Step 1 - Observation

State the specific undesirable behavior you observed. Examples:

- "I noticed you did not maintain good eye contact."
- "Earlier, I couldn't help but notice you didn't smile when the guest approached."
- "You walked right by Joanne, who clearly needed help lifting the box out of the way."

Step 2 - Impact

Describe how the behavior impacted others. Examples:

- "By not maintaining eye contact, you indicated that you were not interested in the other person."
- "Guests don't feel welcome when you don't smile at them as they walk in."
- "Joanne seemed frustrated by your lack of help and you did not demonstrate teamwork."

Step 3 - Agreement

Before moving on to discussing solutions, it is critical to check for agreement – if the receiver of the feedback does not agree their behavior is a problem, they will not likely commit to making changes.

- If the receiver agrees with the problem, move on to Step 4 (Solutions)
- If the receiver does not agree there is a problem, you have to gain their agreement. One technique that works well is to ask the other person to put themselves in the shoes of those who were impacted by their behavior.
 - "How would you feel if you came to me to discuss something and I didn't look at you?"
 - How would you feel if you went into a place of business and weren't welcomed with a smile?"



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- o “How would you feel if you were struggling with something and someone walked right past you without offering to help?”

Step 4 – Solutions

Help the other person feel like they are coming up with the solution – if they feel ownership, they are more likely to commit to the change. Even if you don’t like the solution the other person comes up with, you can use it a springboard to a more suitable solution. Asking simple questions is a good way to accomplish this.

- “How do you think we should fix this?”
- “What steps can you take to avoid this happening in the future?”

Step 5 – Next Steps

It is important to discuss next steps and offer your support. It can be helpful to write down the specifics of what was discussed, as well as the date(s) you will follow up to discuss progress made.