



# Delivering Constructive Criticism

GLOBAL COURSEWARE

# Getting Started

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Constructive criticism can involve various emotions and feelings, which can make matters delicate. But when management learns effective ways to handle and deliver constructive criticism, employees can not only learn from their mistakes, but even benefit from them.

# Workshop Objectives



- Understand when feedback should take place
- Learn how to prepare and plan to deliver constructive criticism
- Determine the appropriate atmosphere in which it should take place
- Identify the proper steps to be taken during the session

A large, detailed image of the moon's surface, showing various craters and lunar maria. In the foreground, a silhouette of a person is visible, standing and pointing their right arm upwards towards the moon. The background is a dark, starry space.

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*We cannot build our own future without helping others to build theirs.*

*Bill Clinton*

# When Should Feedback Occur?

One aspect of delivering constructive criticism is in knowing the right time and opportunity to deliver it. Some instances can be addressed on the employee's next annual review, while others should be addressed right away.

# Repeated Events or Behavior

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- An employee is constantly tardy to meetings, although they contribute throughout the session
- An employee turns in their reports in the incorrect format, but they are always on time
- An employee works hard during the day, but takes long breaks and lunches



# Breaches in Company Policy

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Excessive tardiness or absences

Consistent violation of dress code policies

Disruptive behavior toward other employees





# When Informal Feedback Has Not Worked

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- Private meetings or discussions
- Personal follow-up after a particular incident
- Employee review or appraisal

# Immediately After the Occurrence

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Speak privately

Address the problem  
– don't criticize

Find a solution



# Practical Illustration



- Repeated Events or Behavior
- Breaches in Company Policy
- When Informal Feedback Has Not Worked
- Immediately After the Occurrence

# Module Two: Review Questions

1. Which of the following is an example of a repeated event or behavior?

A. Leaving work early every Friday afternoon

B. Forgot to include a memo in the weekly report

C. Starting a newsletter for the office

D. Cleaning the break room

# Module Two: Review Questions

2. How can a manager be sure if a behavior is being repeated or a one-time occurrence?

A. Assume it will happen again

B. Monitor the employee to see if the behavior keeps happening

C. Ask one of their coworkers if they've done it before

D. Ignore the problem until it happens again

# Module Two: Review Questions

3. What is an example of a breach in company policy?

A. Requesting a meeting with a manager

B. Using the company ice machine in the break room

C. Getting approval for a day off

D. Improper dress code

# Module Two: Review Questions

4. What can happen if a breach of policy is not addressed?

A. The employee will normally change on their own

B. Other employees can be affected by the incident

C. Managers can become immune to the problem

D. Other employees will begin to ignore them

# Module Two: Review Questions

5. What is an example of formal feedback?

A. Reminder email

B. Office memo

C. Employee evaluation

D. Speaking at the water cooler

# Module Two: Review Questions

6. What is a benefit of using formal feedback instead of informal feedback?

A. Allows direct contact with employee and ensures understanding

B. The manager can say whatever they want

C. Allows the manager to address information with having to see the employee

D. The employee doesn't have to come to work for it

# Module Two: Review Questions

7. What is a consequence of waiting too long to give feedback?

A. The feedback's value and purpose is lessened

B. The employee feels ignored

C. The manager grows angrier

D. The manager forgets what they were going to say

# Module Two: Review Questions

8. Any form of feedback can be used after an incident, as long as what?

A. The manager knows what they are going to say

B. The type of feedback effectively resolves the problem

C. The employee is made to feel badly

D. The type of feedback is identified first

# Module Two: Review Questions

9. One aspect of delivering constructive criticism is in knowing \_\_\_\_\_.

A. When to deliver it

B. Where to deliver it

C. A and B

D. None of the above

# Module Two: Review Questions

10. An employee should be spoken to about continued unsatisfactory job performance.

A. True

B. False

A black and white photograph of a small fern plant with several fronds growing out of a weathered wooden stump. The background is dark and out of focus. A thin white horizontal line is positioned above the quote.

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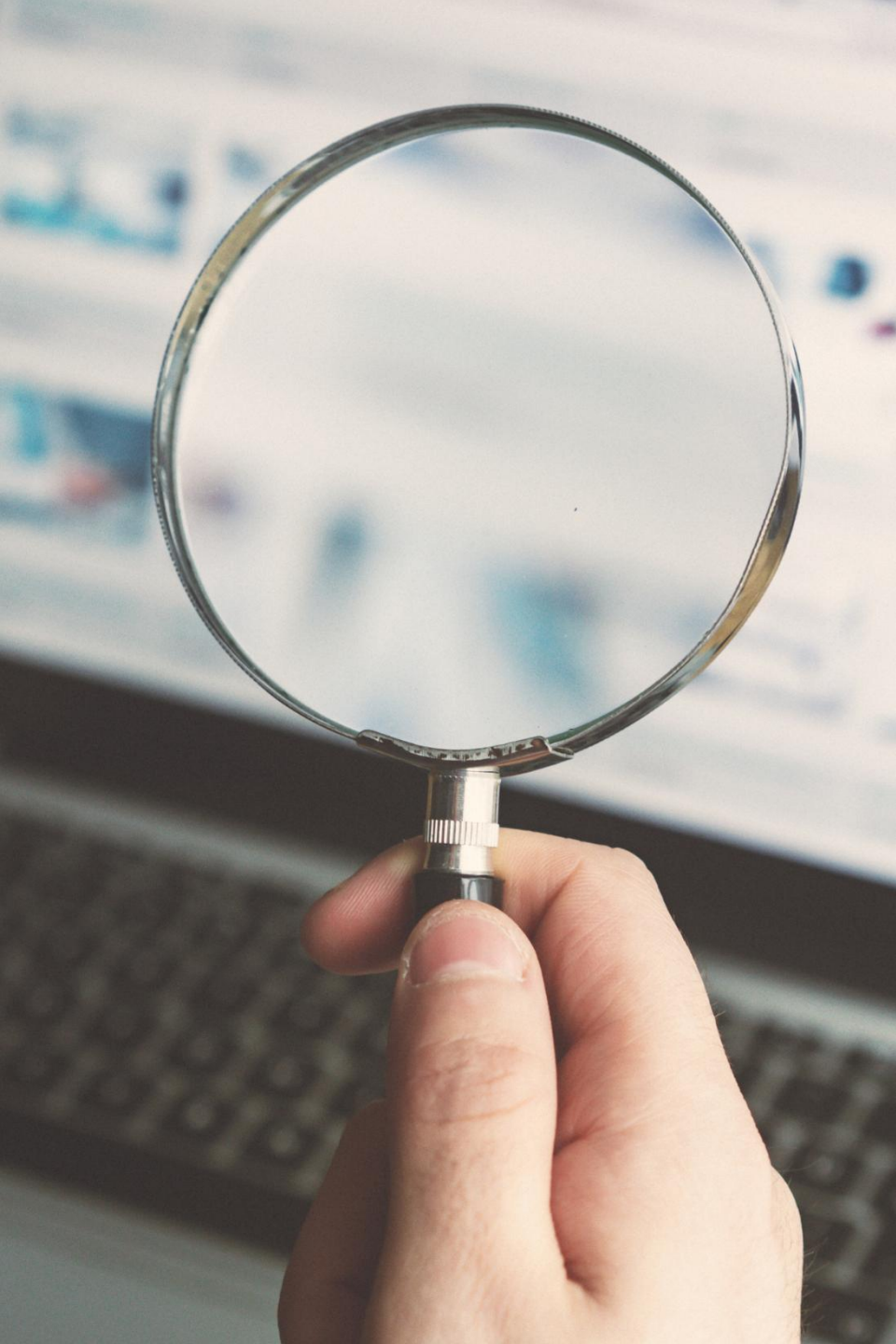
*By failing to prepare you are preparing to fail.*

*Benjamin Franklin*

## MODULE THREE

# Preparing and Planning

Careful preparation, clear information delivery, and a sense of sensitivity toward the employee will not only result in better employee performance, but possibly a better relationship between management and employees.



# Gather Facts on the Issue

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- Review the reason for giving the constructive criticism
- Find what the employee may need to improve or change in the future
- Gather information that supports why you have addressed the problem

# Practice Your Tone

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Remain neutral

Watch for angry or  
accusing tones

Practice what you want  
to say beforehand





# Create an Action Plan

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- Give specific feedback
- Focus on goals
- Form an action plan
- Follow-up

# Keep Written Records

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- Exchanged emails/notes/memos
- Log of employee behaviors
- Action plan
- Forms signed



# Practical Illustration



- Gather Facts on the Issue
- Practice Your Tone
- Create an Action Plan
- Keep Written Records

# Module Three: Review Questions

1. When gathering facts for delivering constructive criticism, you should find what?

A. Which employee is going to be fired

B. What the best discipline action would be

C. The best department to relocate the employee

D. The reason for the constructive criticism

# Module Three: Review Questions

2. Gathering the facts includes which of the following actions?

A. Snooping through employee files

B. Reviewing company policies and procedures

C. Eavesdropping on employee conversations

D. Making your own notes on the subject

# Module Three: Review Questions

3. Your \_\_\_\_\_; when giving constructive criticism says the most.

A. Tone

B. Hands

C. Words

D. Clothes

# Module Three: Review Questions

4. The best way to control your tone is to do what first?

A. Write everything down on note cards

B. Have someone else deliver what you want to say

C. Practice what you want to say

D. Go through everything really fast

# Module Three: Review Questions

5. Which is a step in creating the action plan for an employee?

A. Letting them know what they are doing wrong

B. Setting realistic goals to accomplish

C. Documenting any demerits given at the meeting

D. Creating a plan of discipline

# Module Three: Review Questions

6. What is considered the final step of the action plan?

A. Follow-up meeting

B. Reviewing incorrect behaviors/actions

C. Outlining employee goals

D. Giving the employee an official write up slip

# Module Three: Review Questions

7. What is one form of keeping a written record?

A. Verbal meeting at the employee's cubicle

B. Deleting old emails from the manager

C. Holding a conference call

D. The action plan with improvement strategies

# Module Three: Review Questions

8. What is the purpose of keeping written records?

A. To document behaviors, actions or steps taken/completed

B. To create a black mark on the employee's records

C. To make the employee feel bad about what they did

D. To make the manager look good

# Module Three: Review Questions

9. Before you can begin to address any situation, you have to \_\_\_\_\_.

A. Ask others' opinions as to why the employee is acting this way

B. Gather the facts

C. Speak to the employee at their desk

D. None of the above

# Module Three: Review Questions

10. Potentially, what could improve your relationship with an employee you have to address?

A. Dismiss the problem

B. Offer an award for best improvement

C. Approaching the issue with tact, and sensitivity

D. Sent an email to say 'Good Job', hoping to improve their performance



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*The time to repair the roof is when the sun is shining.*

*John F. Kennedy*

# Choosing a Time and Place

Choosing a time and a place to deliver constructive criticism is very important. The location should allow for the parties to speak in private and away from other coworkers.

# Check the Ego at the Door

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- Focus on the issue, not the person
- Remain open to suggestions or questions
- Don't harp on an issue



# Criticize in Private, Praise in Public

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Confronting an employee in front of coworkers could cause embarrassment or anger.





# It Has to Be Face-to-Face

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Meet in a private setting

Keep a respectable distance

Speak directly with the employee

# Create a Safe Atmosphere

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- Employees are more open
- Allows you to deliver news or criticism without frightening them



# Practical Illustration



- Check the Ego at the Door
- Criticize in Private, Praise in Public
- It Has to Be Face to Face
- Create a Safe Atmosphere

# Module Four: Review Questions

1. A person's \_\_\_\_\_ can affect how effectively problems are resolved.

A. Hair style

B. Office status

C. Ego

D. Clothing

# Module Four: Review Questions

2. One step of 'checking your ego at the door' involves focusing on what?

A. The issue, not the person

B. The employee and the discipline needed

C. The person, not the issue

D. The work involved and personal schedule

# Module Four: Review Questions

3. Confronting an employee in front of coworkers can cause what?

A. Acceptance

B. Special treatment

C. Willingness to work

D. Embarrassment

# Module Four: Review Questions

4. What is one thing a private meeting with employees can help eliminate?

A. Favoritism

B. Office gossip

C. Resentment

D. Slow productivity

# Module Four: Review Questions

5. What is a disadvantage of non-face to face methods of delivery?

A. They can imply unnecessary tones

B. They are over too quickly

C. They can make the employee feel singled out

D. They require more than one session

# Module Four: Review Questions

6. Speaking face to face allows the employee to what?

A. Make various facial expressions

B. Get away from their cubicle for a while

C. Speak openly

D. Better ignore the manager speaking

# Module Four: Review Questions

7. What is one benefit of creating a safe atmosphere for employees?

A. Employees feel like they can do whatever they want

B. Allows employees to feel at ease when speaking with management

C. Allows employees to work without supervision

D. Managers have access to employees at all times

# Module Four: Review Questions

8. What is one way to create a safe atmosphere in the workplace?

A. Hang a poster with the office rules outside of your office

B. Send weekly reminders for employees to turn in their reports

C. Asking all employees to direct all questions to their teammates

D. Establish an open-door policy for your office

# Module Four: Review Questions

9. What are some issues to consider when determining a time to meet face-to-face?

A. Is the employee tired

B. Is the employee just leaving for lunch

C. Is the employee leaving for vacation

D. All of the above

# Module Four: Review Questions

10. Which of the following are tips for delivering constructive criticism?

A. Focus on the issue, not the person

B. Remain open to questions/suggestions

C. A and B

D. Neither A nor B



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*Constructive criticism is about finding something good and positive to soften the blow to the real critique of what really went on.*

*Paula Abdul*

## During the Session (I)

After thoroughly preparing the information and process needed, you are now ready to successfully deliver the needed constructive criticism. Remain businesslike and focus on the problem at hand.

# The Feedback Sandwich

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Prepare and outline what you want to say or address

Identify the positive and make a compliment

Present the criticism and facts

Add another positive statement and encouragement



# Monitor Body Language

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- Eye rolling
- Fidgeting
- Not making eye contact
- Certain stances





# Check For Understanding

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After delivering constructive criticism and preparing to put the action plan into play, check for understanding from the employee.

# Practice Active Listening

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- Pay attention to the speaker
- Show you are listening
- Provide feedback



# Practical Illustration



- The Feedback Sandwich
- Monitor Body Language
- Check for Understanding
- Practice Active Listening

# Module Five: Review Questions

1. The feedback sandwich starts with a what?

A. Joke

B. Compliment

C. True story

D. Criticism

# Module Five: Review Questions

2. What is one disadvantage of the feedback sandwich technique?

A. Employees stop listening to the negative to only hear compliments

B. Managers start to lose credibility

C. Compliments can seem fake or cheesy if overused

D. Employees become bored during the meeting

# Module Five: Review Questions

3. Which of the following is a common form of body language?

A. Fidgeting

B. Scratching their leg

C. Yawning

D. Coughing

# Module Five: Review Questions

4. Who should monitor their body language and change accordingly?

A. The employee

B. The manager

C. The employee and the manager

D. No one

# Module Five: Review Questions

5. What is the goal of checking for understanding after speaking with an employee?

A. Making sure the meeting doesn't have to happen again

B. Allowing the employee to make immediate corrections

C. To practice active listening

D. Ensuring the employee understands the need for improvement

# Module Five: Review Questions

6. During the checking for understanding process, the employee should be able to what?

A. Leave early

B. Take written notes

C. Ask questions or clarify instructions

D. Zone out while the manager is talking

# Module Five: Review Questions

7. What is one method/trait of active listening?

A. Repeating back what the speaker has said

B. Interrupting with your opinion

C. Thinking of things you can tell them when they are finished

D. Dismissing their opinions

# Module Five: Review Questions

8. What is one thing that can hinder active listening?

A. Asking questions when they are finished

B. Excessive background noise

C. Nodding your head in acknowledgment periodically

D. Going over what the speaker has said in your head

# Module Five: Review Questions

9. What is the first step in the Feedback Sandwich?

A. Prepare what you're going to say

B. Identify and state the positive

C. Present the facts

D. Add another positive statement

# Module Five: Review Questions

10. Some common gestures to be aware of in a conversation are:

A. Fidgeting

B. Eye contact

C. Crossed arms

D. All of the above



Four small seedlings with two leaves each are growing from a mound of dark soil. They are arranged in a line from left to right, increasing in height. The background is a soft-focus grey with faint light rays emanating from the top right.

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*Criticism, like rain, should be gentle enough to nourish a man's growth without destroying the roots.*

*Frank A. Clark*

## During the Session (II)

The end of the session is when a plan of improvement or change is created. If the action plan is only made by one party, the terms may be one-sided and not address the roles that both parties need to take.



# Set Goals

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- Improve training or skill sets
- Decrease absences or tardiness
- Increase general job performance
- Reduce errors and future mistakes

# Be Collaborative

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Realize what needs to change or improve

Address what actions should be taken

Ask the employee for input

Form a plan together





# Ask For a Self- Assessment

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Employees are more likely to recognize their own mistakes when they are not just being *told* to recognize them, but that they can *see* it for themselves.

# Always Keep Emotions in Check

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- Don't confuse the employee with the mistake
- Take additional time to think it over and calm yourself



# Practical Illustration



- Set Goals
- Be Collaborative
- Ask for a Self-Assessment
- Always Keep Emotions in Check

# Module Six: Review Questions

1. When creating goals, it is important the goals are \_\_\_\_\_.

A. Humorous

B. Complicated

C. Realistic

D. Long range

# Module Six: Review Questions

2. Goal timelines outline when goals should be completed, but also need to be what?

A. Flexible

B. Analyzed

C. Short range

D. Long range

# Module Six: Review Questions

3. What is one benefit of being collaborative while creating a goal plan?

A. The manager has to do less work

B. The employee feels they are a part of the solution

C. The manager can make all of the rules

D. The employee doesn't have to recognize their mistakes

# Module Six: Review Questions

4. What is one way a manager can show they are being collaborative on a goal plan?

A. Deciding the goal plan for the employee

B. Offering to let them speak with another manager

C. Letting the employee know they should find a solution on their own

D. Offering their support to the employee

# Module Six: Review Questions

5. What is a benefit of an employee self-assessment?

A. The employee doesn't have to do anything

B. The manager can outline all of the errors at once

C. The employee learns to recognize the problem by themselves

D. No one has to fill out paperwork

# Module Six: Review Questions

6. How can a manager assist the employee to complete a self-assessment?

A. Offer a notepad and pen

B. Provide insightful or skillful questions

C. Tell them what needs to change and what doesn't

D. Say nothing

# Module Six: Review Questions

7. To effectively deliver constructive criticism and form results, the manager must what?

A. Eliminate personal emotions

B. Look at the employee's profile for repeat offenses

C. Write everything down that they want to say

D. Speak with another manager first

# Module Six: Review Questions

8. To eliminate emotions, it's best to keep meetings with employees \_\_\_\_\_.

A. Friendship based

B. Personal

C. Business like and professional

D. Mono-toned

# Module Six: Review Questions

9. When is the ideal time for the manager and the employee to come together to make a plan of improvement or change.

A. In preparation for the meeting

B. During their conversation

C. At the end of their meeting

D. None of the above

# Module Six: Review Questions

10. Which is a common goal that a manager and their employee may work toward?

A. Improving skill sets

B. Decrease absences

C. Improve job performance

D. All of the above

A black and white photograph showing two hands holding two interlocking puzzle pieces. The hands are silhouetted against a light background. The puzzle pieces are black with white outlines. The quote is overlaid on the image.

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*Life can be pulled by goals just as surely as it can be pushed by drives.*

*Viktor Frankl*

## MODULE SEVEN

# Setting Goals

Now that you are ready to put your action plan into play, together you and the employee will set goals that can be achieved to improve future performance.



# SMART Goals

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Specific

Measurable

Achievable

Relevant

Timed

# The Three P's

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- Purpose
- Planning
- Partnering





# Ask For Their Input

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When setting goals with your employee, both parties should understand the purpose of the goal and realize the amount of effort needed accomplish them.

# Be as Specific as Possible

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If you have multiple topics, break them up individually.



# Practical Illustration



- SMART Goals
- The Three P's
- Ask For Their Input
- Be as Specific As Possible

# Module Seven: Review Questions

1. S.M.A.R.T. goals are generally more successful because why?

A. The manager can write it all down for the employee

B. They are easy to remember

C. The employee can find them on the internet

D. They can be customized to each employee

# Module Seven: Review Questions

2. How many steps are in the S.M.A.R.T. goal template?

A. Two

B. Five

C. Ten

D. Six

# Module Seven: Review Questions

3. In the Three P's, what is the purpose of the Partnering step?

A. To gain support and assistance to help you reach your goal

B. To have a coworker tell you what you need to do

C. To have the manager monitor your progress

D. To have someone else do all of the work

# Module Seven: Review Questions

4. The Three P's are tools that are meant to do what with goals?

A. Effectively create a goal time line

B. Create a discipline plan if goals are not met

C. Plan, review, and accomplish each goal

D. Create the basis for an office transfer

# Module Seven: Review Questions

5. What is the purpose of gaining the employee's input when making goals?

A. So the manager can dismiss ideas they don't like

B. Goals planned in collaboration are more successful

C. So the manager can decide what to include

D. The employee gets to make all of the decisions

# Module Seven: Review Questions

6. Setting goals should not be a \_\_\_\_\_?

A. Collaborative effort

B. Part of a self-assessment

C. Group meeting

D. One way street

# Module Seven: Review Questions

7. If a manager had multiple topics to outline in a goal plan, what is the best way to present them?

A. Divide them into smaller, individual topics to outline

B. Ask the employee which one they want to go over

C. Write them down on one poster board

D. Pick the most important one and go with that

# Module Seven: Review Questions

8. Goals are not as effective or meaningful if they are what?

A. Specific

B. Timed

C. Customized

D. Vague

# Module Seven: Review Questions

9. \_\_\_\_\_ are usually one of the most valuable tools when planning for success, but they are often not used to their full potential.

A. Self-assessments

B. Goals

C. Emotions

D. All of the above

# Module Seven: Review Questions

10. What does the M in SMART goals stand for?

A. Miraculous

B. Mindful

C. Measurable

D. Mediocre



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*Feelings are like waves – we can't stop them from coming but we can choose which ones to surf.*

*Jonatan Martensson*

# Diffusing Anger or Negative Emotions

The goal of constructive criticism is to help the employee grow and improve, not to hurt their feelings or downplay their work. Therefore, it should be delivered in the correct manner and without negative undertones.



# Choose the Correct Words

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Avoid words such as “angry”, “outraged,” or “furious”; words such as “confused” or “disheartened” will help to keep the mood calmer.

# Stay on Topic

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Maintain eye contact with the employee. This will help you to focus on them and the issue at hand.





# Empathize

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Before a manager can even begin to deliver constructive criticism to an employee, they must first stop and put themselves in the employee's shoes.

# Try to Avoid “You Messages”

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The employee will begin to see that you are trying to portray how their actions affect others.



# Practical Illustration



- Choose the Correct Words
- Stay on Topic
- Empathize
- Try to Avoid “You Messages”

# Module Eight: Review Questions

1. Which of the following is considered 'incorrect' wording?

A. "I was disappointed that you missed the meeting this week."

B. "Your coworkers are concerned by this new behavior."

C. "Our customers are unhappy that their orders are not shipped faster."

D. "Your poor attitude is unacceptable."

# Module Eight: Review Questions

2. The \_\_\_\_\_ can have just as much effect as our tones.

A. Facial expressions

B. The clothes we wear

C. Correct words

D. Location of the meeting

# Module Eight: Review Questions

3. One way to stay on topic is to refrain from what?

A. Multi-tasking

B. Sitting still in one place

C. Making eye contact with the employee

D. Cutting out background noise

# Module Eight: Review Questions

4. Talking about \_\_\_\_\_ can confuse the employee and distract them from the real problem.

A. The employee's dress attire

B. The employee's past problems or occurrences

C. The manager's busy schedule

D. The employee's recent mistakes and errors

# Module Eight: Review Questions

5. What is one way a manager can empathize with their employee?

A. Put themselves in the employee's shoes

B. Tell the employee to leave them alone for a few minutes

C. Think of ways they were punished when they were non-management

D. Let the employee know how angry they are

# Module Eight: Review Questions

6. Constructive criticism delivered with \_\_\_\_\_ is more likely to be accepted by the employee.

A. Anger

B. Sarcasm

C. Humor

D. Empathy

# Module Eight: Review Questions

7. To avoid using “You messages”, what should the manager emphasize to the employee?

A. How angry their behavior makes them feel

B. The potential consequences they could face

C. How others feel when they act a certain way or do certain things

D. Their number of repeat occurrences

# Module Eight: Review Questions

8. Which of the following is considered a negative “you message”?

A. “Your coworkers are going on vacation.”

B. “Your lack of effort on this project is disgraceful.”

C. “Your work on the client case was excellent.”

D. “You should think about how your coworkers feel.”

# Module Eight: Review Questions

9. Much like our tones, our \_\_\_\_\_ can send the wrong message when used in the wrong context.

A. Faces

B. Voices

C. Words

D. All of the above

# Module Eight: Review Questions

10. When delivering constructive criticism, it is important to \_\_\_\_\_.

A. Stay focused

B. Refer to your notes

C. Send them in an email

D. Refer to yourself a lot



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*The world is full of cactus but we don't have to sit on it.*

*Will Foley*

# What Not To Do

There are always helpful tips for what you're supposed to do when delivering constructive criticism, but there are often times that people don't tell us what we *shouldn't* say.



# Attacking or Blaming

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Constructive criticism is meant to attack the problem at hand, not the person.

# Not Giving Them a Chance to Speak

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After you speak, give them a chance to respond without interrupting.





# Talking Down

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Avoid attaching character labels or name calling.

Be aware of the tone of voice you are using – how do you sound to others?

Approach the employee using a one-on-one level – treat them as your equal.

# Becoming Emotional

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- Avoid personal attacks
- Do not let emotions control the mood in the room



# Practical Illustration



- Attacking or Blaming
- Not Giving Them a Chance to Speak
- Talking Down
- Becoming Emotional

# Module Nine: Review Questions

1. What is a consequence of attacking or blaming an employee while attempting to offer constructive criticism?

A. They become angry and defensive

B. They start to believe it and feel bad

C. They usually want to quit

D. They try to wait for a compliment instead

# Module Nine: Review Questions

2. What is one way to prevent the manager from attacking or blaming the employee?

A. Have the manager sit in another room for a while

B. Not hold the meeting at all

C. The manager should send an email instead of hold a meeting

D. Focus on the problem, not the person

# Module Nine: Review Questions

3. If an employee feels as though they are not being heard, what can happen?

A. The employee won't say anything

B. The employee could become angry and possibly yell or scream

C. The employee will just repeat themselves

D. The employee will keep talking until someone else stops

# Module Nine: Review Questions

4. What can a manager do to ensure everyone gets a chance to speak?

A. Pass around a 'talking stick' that allows one person to speak

B. Ask everyone to draw numbers

C. Allow several, uninterrupted minutes for each party to speak

D. Make a list of who gets to speak first

# Module Nine: Review Questions

5. What is one form of 'talking down'?

A. Calling the employee names

B. Praising the employee's performance

C. Disciplining an employee for being late

D. Asking an employee to stay after for extra work

# Module Nine: Review Questions

6. 'Talking down' is unacceptable because it does what to the employee?

A. Makes people happy

B. It takes too long to do

C. It can only be done by managers

D. De-humanizes them

# Module Nine: Review Questions

7. If a manager feels like their emotions are too strong, what should they do?

A. Continue with the meeting as planned

B. Write down why they are so emotional on paper

C. Take a few extra minutes to calm down and review the issue

D. Do nothing out of the ordinary

# Module Nine: Review Questions

8. What is one way a manager can ensure their emotions do not interfere?

A. Plan what they want to say ahead of time

B. Speak in monotones only

C. Conduct the meeting over the phone

D. Reschedule the meeting until they feel better

# Module Nine: Review Questions

9. \_\_\_\_\_ is meant to attack the problem at hand, not the person.

A. Becoming emotional

B. Constructive criticism

C. Blaming

D. Talking down

# Module Nine: Review Questions

10. Which is an example of a word to avoid when attempting to deliver constructive criticism?

A. Sweetheart

B. Idiot

C. Bud

D. All of the above



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*Life is like riding a bicycle – in order to keep your balance, you must keep moving.*

*Albert Einstein*

# After the Session (I)

Constructive criticism should not be done without a proper follow-up. Schedule some sort of follow-up meeting to check on the employee's progress and see if they have any additional questions or concerns.



# Set Up a Follow-Up Meeting

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- Once a follow-up meeting has been scheduled, keep the appointment
- Praise the employee in public, but give criticism in a private meeting
- Encourage the employee to keep up the good work

# Make Yourself Available

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It is important to let employees know they are not alone in their journey.





# Be Very Specific With Instructions

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A set problem to be fixed or corrected

Steps or actions that should be taken

A possible timeline in which the task should be completed

# Provide Support and Resources

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- Coworker and other management support teams
- Additional training times and materials
- Additional reading material



# Practical Illustration



- Set a Follow-Up Meeting
- Make Yourself Available
- Be Very Specific with the Instructions
- Provide Support and Resources

# Module Ten: Review Questions

1. What is the purpose of a follow-up meeting?

A. To discipline the employee

B. To check on the progress of the employee

C. To give the employee a new assignment

D. To prepare the employee to transfer to another department

# Module Ten: Review Questions

2. Criticisms are made in private, but praise should be shared \_\_\_\_\_?

A. In an email

B. During employee evaluations

C. In the break room

D. In public

# Module Ten: Review Questions

3. What is one way a manager can be more available to their employees?

A. Have an open door policy

B. Write them a weekly email

C. Have a signup sheet outside of their office

D. Have group meetings at the end of the week

# Module Ten: Review Questions

4. Making yourself available to your employees shows them what?

A. That you are a nosey person

B. They are always being watched

C. They are not alone when they need help

D. That you are in the office too much

# Module Ten: Review Questions

5. What is one disadvantage of general or vague instructions?

A. They can be too complicated

B. They do not specify a problem area

C. They take too long to complete

D. They focus on too many problems at once

# Module Ten: Review Questions

6. What is one advantage of using specific, precise instructions?

A. They can include a flexible timeline of progress

B. They can be boring

C. They usually require extra resources

D. They don't specify a problem or issue

# Module Ten: Review Questions

7. An employee is not able to complete their action plan without what?

A. A coworker

B. Inkjet printers

C. Coffee

D. Support and resources

# Module Ten: Review Questions

8. Which of the following is an example of an additional resource from the manager?

A. Downloadable forms on the intranet

B. Extra copies of instruction booklets or manuals

C. Brochures in the employee handbook

D. Public telephone numbers

# Module Ten: Review Questions

9. Periodically check in with the employee to \_\_\_\_\_.

A. Check the organization of their workspace

B. See if you can help

C. A and B

D. None of the above

# Module Ten: Review Questions

10. An action plan would not be able to succeed if the employee did not have \_\_\_\_\_.

A. The proper attire

B. Good customer service skills

C. Support

D. None of the above



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*As for the future, your task is not to foresee it, but to enable it.*

*Antoine de Saint-Exupery*

## After the Session (II)

As a manager, part of your job is to ensure every employee reaches their highest potential. You provide guidance, feedback and the occasional criticism to help them succeed and continue to improve.



# Focus on the Future

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Forget what may have happened before and look toward a better tomorrow.

# Measuring Results

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- 'Secret Shopper' surveys
- Personal, one-on-one meetings
- Written evaluations or reviews
- Personal monitoring and observance



# Was the Action Plan Followed?

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- What plan of action was decided upon?
- What goals were set?
- What specific tasks were outlined for improvement?
- Was there a timeline in place? Was it reasonable?



# If Improvement Is Not Seen, Then What?

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- Identify several areas that are lacking improvement and how that can be changed
- Provide additional support and opportunities



# Practical Illustration



- Focus on the Future
- Measuring Results
- Was the Action Plan Followed?
- If Improvement is Not Seen, Then What?

# Module Eleven: Review Questions

1. What is one way for a manager and employee to focus on the future?

A. Mark their calendars for special days

B. Review the employee file for old mistakes

C. Create strategies that will help them improve a current situation

D. Make New Year's resolutions

# Module Eleven: Review Questions

2. Why are past actions not considered for future strategies?

A. They happened too long ago

B. People make mistakes

C. They weren't recorded in employee records

D. It takes too much time to look them up

# Module Eleven: Review Questions

3. What is one form of measuring employee results?

A. Survey cards in the mail

B. Conference call with the employee

C. Brief email or office memo

D. Written employee evaluation

# Module Eleven: Review Questions

4. Why is it important to measure an employee's results after a constructive criticism meeting?

A. To measure the effectiveness of the action plan the employee is on

B. To see if the employee is ready to quit

C. To decide if the employee made the right choice of goals

D. To prepare for another constructive criticism meeting

# Module Eleven: Review Questions

5. What is one aspect of the action plan that can be evaluated for success?

A. Did the employee come to work on time?

B. Were their goals met?

C. When did the employee start the action plan?

D. Did the employee take any time off?

# Module Eleven: Review Questions

6. What should the manager do if the action plan was not followed?

A. Resend the action plan to the employee as a reminder

B. Give the employee a warning that they are off schedule

C. Offer additional support to help the employee stay on track

D. Scrap the current plan and make a whole new action plan

# Module Eleven: Review Questions

7. A list of \_\_\_\_\_ should only be mentioned as a last resort for lack of improvement.

A. Alternate action plans

B. Possible consequences

C. Employee evaluations

D. Promotions available

# Module Eleven: Review Questions

8. What is one thing a manager can do if improvement is not seen from the employee?

A. Re-evaluate the action plan

B. Find out what the employee is doing wrong

C. Repeat the action plan

D. Find out what the manager is doing wrong

# Module Eleven: Review Questions

9. As a manager, part of your job is to ensure every employee \_\_\_\_\_.

A. Knows that you're the boss

B. Sticks to a schedule

C. Reaches their potential

D. All of the above

# Module Eleven: Review Questions

10. If an employee hits a roadblock, what should they do?

A. Quit this job and look for something different

B. Try harder

C. Seek advice from their manager

D. None of the above

# Wrapping Up

Although this workshop is coming to a close, we hope that your journey to understanding Delivering Constructive Criticism is just beginning.



## Words From the Wise

*Honest criticism is hard to take, particularly from a relative, a friend, an acquaintance, or a stranger.*

**- Franklin P. Jones**

*One mustn't criticize other people on grounds where he can't stand perpendicular himself.*

**- Mark Twain**

*Every human being is entitled to courtesy and consideration. Constructive criticism is not only to be expected but sought.*

**- Margaret Chase Smith**

*You've done it before and you can do it now. See the positive possibilities. Redirect the substantial energy of your frustration and turn it into positive, effective, unstoppable determination.*

**- Ralph Marston**