



Keep Written Records

Example of written records:

- Exchanged emails/notes/memos
- Log of employee behaviors or actions
- Action plan with improvement ideas and strategies
- Signed forms signed by the employee (acknowledgement of feedback, actions plan, etc.)

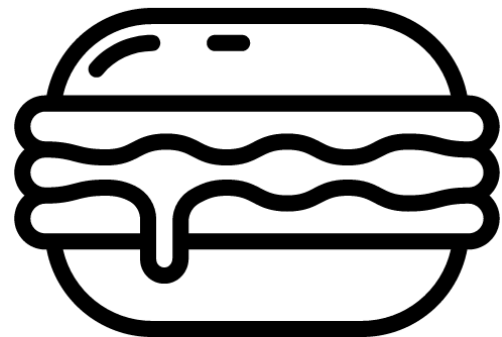


The Feedback Sandwich

Step to the Feedback Sandwich:

- 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

Follow up with the employee periodically



When we're angry or upset, our self-defense mode normally wants to find blame somewhere else, or on "you". This is especially common when trying to deliver constructive criticism. Phrases such as *"You were late yesterday"* or *"Your poor attitude is affecting everyone"* can appear unprofessional and make it appear as though you are insulting the employee. Instead, focus on how it makes others feel, such as *"I felt disappointed when you were late yesterday because we went over some important topics in the meeting"* or *"Our customers were very upset when you greeted them in an unfriendly manner."* The employee will begin to see that you are trying to portray how their

Try to Avoid "You Messages"

Common "You messages" to try to avoid:

- *"Your job performance has been lagging lately."*
- *"You've been late every day for the past week."*
- *"Your disruptive behavior is starting to affect your coworkers."*
- *"You've been slacking off on your duties."*

