

Sandwich Technique



POSITIVE

NEGATIVE

POSITIVE

How?

1. Find something positive to say about the person or their work.
2. Provide constructive feedback about a specific event (i.e., avoid generalized statements such as “you don’t listen to me”).
3. End with a word of encouragement.

Advantages

1. Softens the negative impact that your criticism might have.
2. Makes voicing negative feedback easier as encouraging words are usually easier to start with.
3. Ends the conversation on a positive note.

Example

"I really admire your focus. You have a great ability to stick to something and not get distracted. But yesterday you got angry with me when you assumed that I knew what you were talking about. Sometimes when you focus you stop communicating. I'd like to explain myself, either now or when you are not so angry with me. I know that we can work this out together."

Pendleton's Model



Positive

Positive

Negative

Negative

How?

1. Ask the recipient what they think went well / they did well.
2. Acknowledge these points and add what you think went well / they did well.
3. Ask the recipient what they think didn't go well / they could do differently.
4. Discuss what went less well and provide examples of what they could have done differently.

Advantages

1. Encourages the feedback recipient to become an active participant.
2. Highlights and reinforces positive behaviours.
3. Gives the recipient the feeling that their opinion is valued and that they are guiding the session.

Example

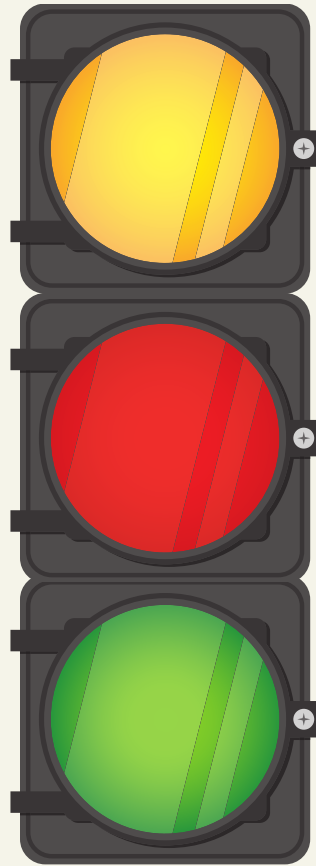
"What do you think went well during your presentation yesterday?" "..."

"I agree. I also think you appropriately answered any remaining questions and you seemed really confident."

"What do you think you could have done differently?" "..."

"These are really good points. Maybe you could shorten your slides and speak more slowly the next time."

Traffic Lights



START

STOP

CONTINUE

How?

1. What should we **start** doing and why?
2. What should we **stop** doing and why?
3. What should we **continue** doing and why?

Advantages

1. Gives the opportunity to review performance and identify strategies to implement in the future.
2. Especially useful for top-down feedback between team's and managers.
3. Makes it easier to clarify issues and reach a consensus on shared priorities.

Example

Start implementing regular wellbeing check-ins, ending meetings on time and communicating clear expectations. Stop not sticking to the schedule and agenda, having unrealistic expectations and not taking breaks. Continue providing self-development opportunities, being approachable and coming up with new ideas.

Feedforward Technique



Goals



Positive



Suggestions

How?

1. Help the recipient identify their goals.
2. Reinforce what is working well / they are doing well.
3. Make suggestions for how the recipient can reach their goals and do better "next time".

Advantages

1. Instead of focusing on past events that can't be changed, it focuses on possibilities for the future.
2. It empowers the recipient to change their behaviour.
3. It minimises the negative emotional impact of critical feedback by addressing issues in a more positive manner.

Example

Instead of saying "You talked too fast and didn't take enough breaks in that presentation." say "Your ideas were very well organised and your presentation was well thought out. Next time you present, try pausing between each slide, it will help you to slow down and your delivery will be more effective".