

MFI Feedback Planning Guide

Descriptions of Each Step

1. DESCRIBE CURRENT BEHAVIORS

Be Brief

1. Briefly describe current behavior, and keep it short and simple.
2. Seek the employee's response, and open a balanced discussion.



4. IDENTIFY NEW BEHAVIORS

Be Creative with Options

1. Identify three to four alternative behaviors or new opportunities.
2. Brainstorm with employee.



2. IDENTIFY SITUATION

Be Factual with Examples

1. Provide clear and specific situations.
2. Based information on direct observation and solid documentation.
3. Avoid "always/never" "either/or" statements.






3. DESCRIBE IMPACTS/CONSEQUENCES

Be Precise

1. Identify several precise impacts on business operations and consequences.
2. Select a couple that will get the receiver's attention.

Notes

MFI Feedback Planning Guide – Example #1

<p>Name Mike</p> <p>Positive Feedback Example</p>	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr style="background-color: #cccccc;"> <th colspan="2">Personality Style</th> </tr> </thead> <tbody> <tr> <td>Analytical</td> <td>Driver</td> </tr> <tr> <td>Amiable</td> <td>Expressive</td> </tr> </tbody> </table>	Personality Style		Analytical	Driver	Amiable	Expressive
Personality Style							
Analytical	Driver						
Amiable	Expressive						
<p>1. DESCRIBE CURRENT BEHAVIORS</p> <p>Mike, I'd like to discuss with you how you have demonstrated judgment, initiative and independence on the job over the last year.</p> <p>You distinguished between when you can handle a situation and when you need help.</p> <p>You initiate your goals, plans, schedules and work efforts with little to no direction or supervision.</p> <p style="text-align: center;"></p>	<p>4. IDENTIFY NEW BEHAVIORS</p> <p>How can I "open new doors of opportunity" for you?</p> <p>Would you like more visibility with customers and/or senior management? If not, that's OK. You'll still have our appreciation.</p> <p>How can I reward your efforts that will continue to motivate you?</p> <p style="text-align: center;"></p>						
<p>2. IDENTIFY SITUATION</p> <p>A. On project "ABC", you accurately identified technical errors in a briefing and corrected it with an immediate and appropriate memo direct to the source.</p> <p>B. On project "XYZ", you sensed there was a technical error but were not sure, so you checked with me first.</p> <p>C. You initiated a complex systems reengineering effort required in one year, from project scoping through scheduling – all with little assistance.</p> <p style="text-align: right;"></p>	<p>3. DESCRIBE IMPACTS/CONSEQUENCES</p> <p>Your efforts are truly perceived as "value-added" by our customers and senior management.</p> <p>I am able to assign you on any project with complete confidence.</p> <p>You will have more to say regarding which projects are assigned to you.</p> <p>You save me tremendous time. You are able to handle more responsibilities and challenges.</p> <p>You reduce risks. You know what you don't know, thus I can put you in charge of "gray" assignments.</p>						

MFI Feedback Planning Guide – Example #2

Name Kevin

Personality Style

Analytical	Driver
Amiable	Expressive

Negative Feedback Example

1. DESCRIBE CURRENT BEHAVIORS

Kevin, I would like to talk with you about the way you currently share sensitive information about projects to customers and to our senior management.



2. IDENTIFY SITUATION

- A. On XX/XX/XX you provided customer "ABC" an analysis two weeks late.
- B. In an e-mail you forwarded to our senior management on XX/XX/XX, you made a strong recommendation on a controversial issue without discussing it with our team or me.
- C. In a corporate briefing on XX/XX/XX, you told senior management "the project plan is not executable". You also shared that one our team members have "ABC" skills and experience he really doesn't have.



4. IDENTIFY NEW BEHAVIORS

In the upcoming project "Y", we will work together, so I can demonstrate alternative ways to communicate concerns.
I'd like you to be mentored with Judy. As your coach, she can share best practices and be your sounding board. Build milestone into your next project to ensure you're on track with all analyses. We'll review before implementing. What else can you do? What can others or I do to help?



3. DESCRIBE IMPACTS/CONSEQUENCES

- A. Your analysis could not be included in a joint report, and a decision had already been made on "XYZ" results. We are not getting the work – giving our competition further ammunition.
- B. I perceive these comments as not understanding the customer or chain of command. The team and I were embarrassed.
- C. These comments misrepresented our project team, and undermine the credibility of you and our team. If this continues, I may limit future opportunities.