

AID Feedback Model



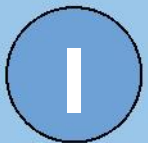
Beginning

- State you would like to give feedback, the topic, and why it's important
- Set the tone for mutual sharing
- **Examples:**
 - ◆ *"I want to give you some feedback on the client meeting we had yesterday..."*
 - ◆ *"I have some feedback to share with you on your recent performance, would you be open to that?"*
 - ◆ *"I want to discuss some feedback with you and review areas you are excelling in and others for you to focus on developing further..."*



Actions: Describe specific observations on the areas that the person is doing well or those that need improvement.

Example: *"In the client meeting, I noticed that you (insert action that you want to provide feedback on)."*



Impact: Describe the consequences of those actions for the individual, the team, the firm and the results achieved.

Example: *"As a result, (describe the impact the action had)."*



Do: Mutually agree on alternative approaches for the future.

Example: *"Let's discuss what you could do next time; I have a few thoughts but would like to hear your ideas too."*

Wrap Up & Next Steps

- Check for understanding
 - Agree on an action plan and schedule follow-up
 - Paint a positive picture of the future
- Example:** *"I'm confident you have the skills to make these goals a reality."*

Best Practices

- 1. Provide Ongoing Feedback:** Provide ongoing, informal feedback throughout the year and in-the-moment; not just during year-end reviews.
- 2. Label Your Feedback:** Feedback sometimes goes unrecognized by the recipient. Make it clear that you are providing feedback.
- 3. Focus On Behavior:** Describe the person's behavior (what a video camera could capture) rather than characterizing their behavior with judgmental language.
- 4. Find The Right Impact:** The consequence you find most meaningful is not necessarily the one they'll find most persuasive. Shop for the appropriate IMPACT for your audience.
- 5. Check-in:** Ask questions and listen attentively to the responses.
- 6. Get Mutual Understanding:** You need buy-in, not just compliance. Make sure the person sees the value in changing.
- 7. Stick to Your Message:** In response to the ACTION, the person will often offer a reason for their behavior. Don't be drawn into a debate about the credibility of this excuse at the expense of your message. Acknowledge the person's reasons and press on to the IMPACT.
- 8. Be Consistent:** Deliver feedback with equal candidness across difference (e.g., gender, race, age, socioeconomic status, etc.).
- 9. Don't Avoid:** Don't avoid giving feedback for fear that it won't be received well or that it will prompt an emotional response.
- 10. Own The Feedback:** Take ownership of the feedback you are delivering even if you didn't directly experience the ACTION.