



# Critical Feedback Scenarios

Read the following scenarios and practice what you would say. Use the feedback formula (*Action-Result-Expectation-Next Steps*) to guide your response, remembering not to sound too formulaic.

Remember when you give any type of feedback you want to connect it to the person's goals, values, and other areas they care about.

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## **Scenario 1**

*One of your staff connects well with clients. His numbers are strong, and clients often share how pleased they are to work with him. However, he is not a team player. He often throws colleagues under the bus and takes credit for work they have done. Your other team members are complaining about him more and more and tensions are high. What do you say?*

## **Scenario 2**

*You hired a new staff 3 months ago. She is new to the field and is excited to make her mark. She is positive, easy to get along with and works hard. She never misses a day, always goes the extra mile, and always gets her work done on time. She cares about the work and tries hard, but she really struggles reaching her goals. You do not have confidence that she will ever be able to do so with any level of consistency. You are preparing for her 90-day review. What do you say?*

## **Scenario 3**

*Your staff is talented and brings a lot of value to your team. Clients and colleagues alike enjoy working with them and you do too. Sometimes. This staff is also really disorganized and often mixes up dates, times, deadlines, and other logistics. You have tried different strategies and tools, but nothing seems to be helping. You do not want to micromanage them, and you are not willing to continue working around all their disorganization. What do you say?*

## **Scenario 4**

*Each week, a different staff member leads a ~ 15-minute training at the beginning of your staff meetings. Some are stronger than others, but one staff is clearly the least effective. Their topics lack relevance, their presentation is not compelling, and they do not seem to be providing any value to the rest of the team. You want to continue having each team member rotate this responsibility. What do you say?*

## **Scenario 5**

*Your staff is an above average performer and gets along well with everyone. He seems content in his current position and does what is expected, nothing more. The problem is his writing is poor. Extremely poor. He makes a lot of grammar and spelling mistakes, and it is often hard to follow what he is trying to say. This shows up in emails as well as in written reports. What do you say?*