



<b>Feedback Guidelines – for Managers &amp; Coaches</b>
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- 1. Speak with honesty, integrity, and good intent.**
- 2. Link feedback to what the individual or group deeply cares about.**
- 3. Show where there is a problem and connect it to the way people think and interact.**
- 4. Make assessments, then tell people witness-able events.**
- 5. Show inconsistencies between what people say and what they do.**
- 6. Provide feedback that allows for both transformational and incremental learning.**
- 7. Provide feedback with the intent of penetrating collective illusions and patterns of self-deception.**
- 8. Focus on what's working and what's missing that will make a difference; not on what's wrong.**
- 9. Praise people for who they are, not just for their accomplishments.**
- 10. Present feedback so it is perceived as an opportunity, not a threat.**

Source: Masterful Coaching by Robert Hargrove

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