Leadership Toolkit

Leading across London

NHS

Preparing to give feedback (**AIID**)

Leadership Dimensions	Holding to account	Engaging the team

Giving and receiving feedback should be an ongoing activity, and not just something undertaken once a year as part of the annual appraisal.

People managers have a responsibility to drive the performance of individuals and to take steps to rectify performance gaps. If an individual's performance or behaviour is below par, it is essential that the person is provided with timely feedback to give them the opportunity to improve.

When to use this tool

This tool is based on **Actions - Impact - Input - Desired outcome (AIID)** - a model for structuring feedback and targeting goals in discussions between you and your leader. For example, in development sessions.

Use the tool

- to **prepare for the discussion** that you will have about specific behaviours or actions

- to **record comments** - either with them, during the discussion or as post-discussion notes

What to do

Use the AIID tool to prepare what you will say and the questions you will ask in the feedback discussion. The tool provides suggested ways to frame questions and statements and you will find more suggestions in the Additional prompts matrix.

Tips to make your feedback discussion successful.

Giving feedback - good practices to make your feedback discussion successful

- **Focus on the behaviour** rather than the person. Discuss **only behaviour that can be changed**.

- **Describe** the behaviour; **do not evaluate** it. **Be specific** - **use examples**, don't make generalisations.

- **Own the feedback**. Use an "I" statement to accept responsibility for your perceptions.

- **Involve the employee**. **Ask questions** when giving feedback, don't make the conversation one-sided.

- Let your employee know the **impact that their behaviour has on you and others**. **Check to make sure** that your employee understood your message.

- Provide **feedback at the appropriate time**. Don't wait till a long time after the event.

- Be clear about **what the individual did well** and **what they could do to improve**.

- **Document the results of the discussion**.

Receiving feedback - good practices for involving the other person in the discussion

- **Listen** carefully and don't interrupt.

- **Ask questions to clarity** what is being said and **take time to reflect**.

- **Try not to act defensively** or rationalise. **Acknowledge valid points**.

- **Acknowledge** the feedback and **summarise** your understanding. **Share** your thoughts and feelings.

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Actions - Impact - Input - Desired outcome (**AIID**) - plan what to say and ask when giving feedback

Actions *List examples* of the positive or negative actions or behaviours you want to discuss.	**Impact** *List the specific impacts* of the actions.	**Input** *List questions* to draw out their opinion about the observations you have made	**Desired outcome** *Identify the outcomes* - the results and behavioural changes you want to see
Your preparation			
When you said..., I noticed that you... When you [did]..., What I heard you say was... More ways to frame questions and statements	Describe impacts on other team members, on project outcomes, on customers, on stakeholders. More ways to frame questions and statements	What do you think about the comments I have made? More ways to frame questions and statements	Ask for their suggestions regarding changes to actions or behaviours. Include what you would like to see going forward. More ways to frame questions and statements
Discussion notes			
Ask them to describe what happened in their own words. Who was involved? What was said?	Seek their assessment of the impact of their behaviour or actions.	Obtain their feedback on the significance of the behaviours and impacts discussed.	Document the agreed plan.

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Additional prompts

Use the additional questions and statements below

- to prompt your preparation for the feedback discussion

- to help you decide whether it is better to introduce a feedback item as a question or a statement

Always end your conversation with a mutually agreed plan for future action and specify *how and when progress against the plan will be measured*.

Questions	Statements
Actions - describe the specific *Actions* or behaviours that you saw or heard the person doing	
- Describe to me how your approached this situation? - What is happening at the moment? - What did you say/ do? - Who was involved? - What has been working/not working?	- During X, Y, Z situation I observed you… - What I heard you say was... - When you acted by talking over Jim… - I have noticed that you…
Impact - discuss the *Impact* that you have observed the behaviour or actions have had	
- What are the implications of this behaviour for you? The project? Other team members? - What are the challenges you face when you (x, y, z)? - Who does it affect, in what way? - What are the short or long term consequences of not addressing this (describe issue/ behaviour)?	- The impact this behaviour is having on our project timeline is (describe). - The effect your actions are having on the team is x, y, z (describe). - The long-term consequences of not addressing this are (describe). - It is important to see progress on this because (describe consequences/ impact on business outcomes).
Input - ask for the person's *Input*, their perspective of their behaviours and actions	
- Can you tell me what you understand to be the issue we are discussing? - Is there anything you want to clarify? - What do you think about the comments I have made? - Is there anything you disagree with?	- It is important that you understand what I am trying to tell you and I may not have communicated this clearly. - I would like you to be open with me about your view of this feedback and how you see things.
Desired outcomes - focus on *Desired outcomes* - what they can do differently next time	
- What can you do differently next time? - How would you like to handle this moving forward? - In the next few weeks what opportunities do you have to put this into practice? - What support do you need from me?	- You could be more effective in meeting your project outcome by (specific action you would like to see). - I believe you can have even more impact if you (describe the behaviour). - What I would like to see you doing next time is… - The outcome I would like to see you achieve is… - I would like to see you doing more of/ less of (describe).

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