



## Tool 27-2. Cross-Generational Model for Giving Corrective Feedback

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Based on Chapter 27, “Leading Across Generations” in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

**Purpose:** Use this cross-generational model to provide results-oriented constructive feedback.

When an employee’s behavior becomes a problem, it’s necessary for leaders to give him or her corrective feedback. Too often leaders prefer to think “a word to the wise” is sufficient, and they tend to give feedback that is vague and confusing. Employees of each generation appreciate it when you give feedback that is specific and timely. You need to specify the problem, define the consequences of the problem if uncorrected, and explore the desired new or changed behaviors. Conclude the feedback with a follow-up plan and your employee, regardless of generation, will be grateful for the feedback.

### 1. The Problem

*What is often said:*

“Your performance isn’t acceptable. You need to improve.”

*What you need to say:*

“I’m very happy with many of the things that you’ve been doing, such as (Give specific examples). However, if you improve (List behaviors), it will be good for you and for the organization.”

### 2. The Consequences

*What is often said:*

“If you don’t improve your performance there will be consequences.”

*What you need to say:*

“I understand what you intended. If you do \_\_\_\_\_, you will be more successful. Otherwise there will be consequences such as \_\_\_\_\_.”

### **3. The New Behavior(s)**

*What is often said:*

“Let’s make sure it doesn’t happen again.”

*What you need to say:*

“If you do \_\_\_\_\_, you can make a stronger impact. What ideas do you have for improvement? What are you willing to commit to?”

### **4. The Follow-Up**

*What is often said:*

“We’ll talk about this again at a later time.”

*What you need to say:*

“Let’s agree to review progress on the changes that you committed to make by \_\_\_\_\_.”