Takeaway #1

Be Behaviour Focused

It's important to understand how to be sure your feedback is about a person's behaviour, and not their character. What's the difference?

You know you are talking about someone's **character** when you say:

"You are + negative adjective (rude, selfish, lazy etc) or

"You always/never + generalised trait (arrive late, interrupt me, ignore warnings)

Giving feedback in this way is perceived as insulting and invites the other person to be defensive. It is also subjective which means it's very likely to lead to an argument.

Instead, talk about the impact of a particular instance of poor **behaviour**. Make a point of doing this as soon after the event as possible, and do it in a confidential manner in safe surroundings.

Instead of saying 'You are rude', say "You've interrupted me several times during this conversation (example of behaviour) and it makes me afraid to speak up (example of impact).

Activity

Get your team thinking about how they can keep the attention on the **behaviour** and not on the **person.**

1. **Cut up the phrases on the resource sheet and mix them up.**
2. **Working in small groups, ask people to sort the phrases into 2 categories according to whether they focus on 'behaviour' or 'character' focused.**
3. **Challenge them to improve on the 'character' focused ones**

Resource Sheet – Be Behaviour Focused

You are rude.	You are an idiot!
It is rude to ignore the speaker.	You think you are better than everyone else.
You are behaving rudely by interrupting me.	You've interrupted me several times during this conversation, can I finish?
You have a bad attitude during our meetings.	I notice you often roll your eyes when people make suggestions. I think this makes people afraid to speak up.
You're so negative about my ideas.	You are pacing up and down and speaking really fast. Are you ok?
I'm feeling frustrated that I have to fill in the paperwork on your behalf.	You have a bad attitude.
You seem uptight. What's wrong?	You are not contributing to our meeting. Is there a reason for this?
Your presentations are boring.	You're trying to make me feel stupid.
When I looked at the other people in the team during the meeting, I saw people playing on their phones. You will get better engagement if you cut the presentation in half.	You don't seem to care about the job.
When you say that person is an idiot, you lose the respect of the team.	I hear that you were not wearing a seatbelt when you entered the yard last night.