

Feedback

Effective feedback will motivate your team to achieve results by increasing their ability, encouraging their effort and celebrating their results. If you regularly give positive and appreciative feedback this will create more room for corrective or growth feedback when it's needed. The best feedback is clear and supportive.

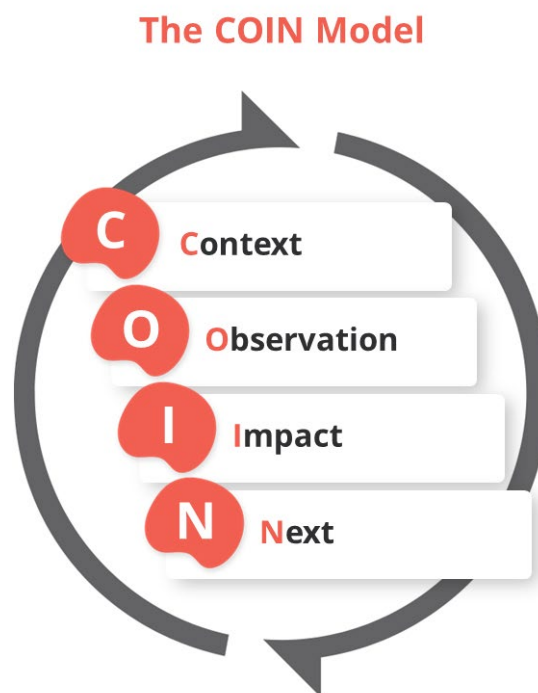
With feedback you can:

- Reinforce positive behaviour
- Let people know when results are not up to par
- Create opportunities for work to be critiqued so results can be improved

The COIN model is useful to frame your feedback.

It will help you think through how you can deliver a clear message that will be easy for others to hear.

It will be most helpful if you can deliver this message when you are calm, cool and collected.



Let's use the COIN model to reframe this feedback:

"Customer services is really screaming at us because of that software release last week – they're getting so many calls and this is all due to your sloppy work, your inability to share your progress and ask for help!"

COIN model reframe:

"Can we have a chat about that notice from customer services?" (this is a soft start-up)

"We've both heard from the customer service manager that there have been a lot of complaints about this latest release." (Context)

In the past couple of weeks, I've noticed that you've been working long, hard hours to get that update finished. You've been working on this mostly on your own. In the review meetings in the last month, I've heard you state that everything was on track and you never asked for help, despite others flagging some known issues. It appears that you needed more resources, but you didn't ask for them. (Observation)

The impact of all of this is that I'm concerned that you're taking on too much and we have a product release out there that is not up to our standards. As an organisation we need to do better. (Impact)

For the next round of updates, we need to hear more from you about problems. We can get more people to help with this, and we need more openness and cooperation from you. (Next)

The four parts of COIN in more detail:

Context

C: Describe the **Context** or setting in which the other person's behaviour occurred.

This will help them remember and relate to what you are talking about.

Observation

O: State what you Observed.

It is important that this observation is not judgemental, nor an interpretation of what they did.

You might have observed that someone spoke with a loud voice – that is the observation and is the easiest thing for them to hear. If you assume they were angry, that is actually your interpretation and possibly not true. A raised voice is what you observed.

Telling someone they raised their voice will be easier for them to hear than "you were angry."

Impact

I: Impact. Describe the impact their actions have had.

Using "I" statements here will be helpful. "I was upset" rather than, "you upset me". You can share the impact on you personally - which includes how you feel about what happened.

Also, this is the time to speak about the larger impact of their actions - perhaps their actions created confusion with others, you missed a deadline for the project, someone else missed an opportunity, others reacted in response, the meeting ended abruptly, etc.

Next step

N: Suggest what could happen next time by making a request.

This can also be an opportunity for the two of you to work together on a different solution.

The **COIN** model is often presented as telling only, a conversation that happens in one direction, but you can certainly turn this into a two-way collaborative conversation where together you consider what was the behaviour, what is the impact of that and what could be next.