

# PROVIDING UPWARD FEEDBACK

As part of this year's performance management process, employees will be able to provide upward feedback to their managers. To learn more about upward feedback, visit <http://www.hr.emory.edu/eu/docs/upward-feedback-tips.pdf>.

If you have never provided feedback to your manager before, where do you start? An easy model to follow is one from Development Dimensions International (DDI) that Learning & Organizational Development teaches in several of our general enrollment classes.

The model is comprised of the acronym **STAR – Situation/Task, Action and Result:**

- **Situation/Task** – what was the problem, opportunity, challenge or task?
- **Action** – what was said or done to handle the situation or task?
- **Result** – what was the outcome (better or worse) because of the person's actions?



This format will allow you to share your general comments in a specific, complete and professional manner.

But what happens when your feedback needs to be more critical? How can you be honest *and* constructive?



This model also allows you to share an alternative action and result that explains how the person could have approached the situation differently. By doing this, you provide a comment that the person may be more willing to accept and able to act on.

To learn more about the STAR model for feedback, register for a course (e.g. *Communicating With Impact* and *Feedback Essentials*) in ELMS @ [elmprod.emory.edu](http://elmprod.emory.edu).