Giving and Receiving Feedback

Planning a Feedback Session
Use this tool to organize before giving feedback during a scheduled session.

Name the issue or behavior that needs to be corrected or reinforced.
A helpdesk provider was rude to a customer during a customer service call.

What is the impact of the issue or behavior on the team, in the department, or on the project?
The other helpdesk providers overheard the rude comments and were distressed about their teammate's behavior. Such behavior could potentially damage our department's reputation. The customer complained to me as manager that she is dissatisfied with our service.

What details do you have to describe their behavior accurately? (who, what, when)
I need to explain the customer's description of the event and her complaint to Gonzalo. The details seem to be that Gonzalo spoke in a sharp tone of voice and said that he didn't know how long the server would be down. When the customer asked again when service would be restarted, Gonzalo shouted that he couldn't help her.

What is the specific purpose of the feedback?
The purposes of this feedback are 1) give Gonzalo the facts as I understand them, 2) ask Gonzalo about the events, 3) make it clear that the behavior will not be tolerated, but also 4) see if there are ways to help Gonzalo and the other helpdesk employees avoid such frustrating moments.

Describe possible barriers to giving this feedback. What can you do to overcome them?
Gonzalo may be angry and anxious. He may not want to talk about the event. He may want to defend himself rather than giving me a more unbiased description of the event. I will try not to seem judgmental when Gonzalo arrives. I will give Gonzalo my full attention.

What results do you want to produce? In the short run? In the long term?
I want Gonzalo to understand that he must control his emotions when he talks with customers. I also want to see if there is some way to make Gonzalo's environment less frustrating for him and his team.

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