

The image shows several rolled-up architectural blueprints on a light-colored surface. A purple highlighter is positioned on the right side, with its tip pointing towards the center. The blueprints are detailed with technical drawings, including lines, circles, and text. The text is in a mix of uppercase and lowercase letters, some in bold, and includes numbers and symbols. The overall scene is brightly lit, with soft shadows.

Constructive Feedback Blueprint

David Lee

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Excerpted from the *Feedback: How to Deliver it So Others Want to Hear It and Act On It* workshop

1. Problem Definition:

How is this situation or this person's actions a problem for you?

How does this person's actions affect:

- You
- Team members and team performance
- The organization

2. Desired Outcome:

Instead of what they're doing now, what would you like them to do instead? *Be specific.*

3. Their Perspective:

What do you think their perspective is on this situation?

What is your guess as to why they do what they do? *Remember it's a guess.*

Why should they care about what you have to say?

- How does what they are currently doing adversely affect them and what's important to them, such as their credibility, performance, ability to achieve the results they want to achieve, etc.?
- If this is a performance issue with an employee, how does what they are doing affect their performance review, ability to keep their job, etc.?
- How could your desired outcome—the change you would like to see happen—make a positive difference for them?

What concerns do you think they might have about your feedback and desired outcome?

What objections do you believe they will come up with?

4. Your Strategy:

As you reflect on what you've come up with so far, what about this situation and your desired outcome, what:

- ...can you control?
- ...can you *potentially* influence?
- ...is neither something you can control or influence?

What would you like to achieve in this conversation; what would you like them to do as a result of it?

How might you address their objections and concerns?

How might you communicate you appreciate their perspective or dilemma (if you sincerely do)?

If you are having a hard time making sense of why they are doing what they are doing, how can you ask for more information in an inviting way?

What might you say to show how it's in their best interest to listen and act on your feedback, without sounding threatening?

5. How You Might Start Off the Conversation:

How might you start off the conversation in a way that communicates clearly your perspective and...an openness to discussing the issue? (Note: for a description of the Declaration/Invitation format, check out the article [Let's Talk for a Change](#) which is posted at HumanNatureAtWork.com)

What can you imagine them saying in response? *Identify 2-3 of the most likely responses.*

How might you respond to each?

6. If Things Start to Go Bad:

What is your Plan B if they don't want to listen or don't want to do what you ask?

7. Follow Up:

What next step would you like to have if:

- The conversation goes well
- The conversation does NOT go well

If the conversation doesn't go well and the person shows no willingness to change, what is now...

- Within your control
- Within your ability to influence
- Outside of your ability to control or influence

Related Resources by David Lee

Articles

[How to Address Negativity in a Positive Way](#)

[Managing Up: How to Bring Up a Difficult Issue With Your Boss
Let's Talk for a Change](#)

[3 Engagement-Enhancing Conversations Every Manager Should Have](#)

[What Happens When Leaders Show Humility and Openness to Feedback?](#)

[What to Do When Employee Feedback Goes Wrong](#)

Audio Recording

[Let's Talk for a Change](#) – This recording is of a keynote presentation on how to bring up and discuss difficult issues in a way that fosters honest, unguarded dialogue.

Webinar Recording

[How to Deal with the Chronically Defensive Person](#) – This webinar focuses on tactics and guiding principles that increase the odds that the chronically defensive person will be able to hear and take in your feedback.

For a Complimentary 30 Minute Strategy Session or to Learn More About How David Lee Can Help You and Your Team Achieve Better Results Through Better Conversations:

Phone: 207-571-9898

Email: david@humannatureatwork.com

About David Lee



David Lee, the founder of HumanNature@Work, works with employers who want to improve employee engagement, customer service, and morale. He has worked with organizations and presented at conferences both domestically and abroad.

An internationally recognized thought leader in the field of employee engagement and performance, he is the author of nearly one hundred articles and book chapters that have been published in trade journals and books in the US, Europe, India, Australia, and China. The just published second edition of the business classic, *The Talent Management Handbook*, features a chapter of his on the topic of

Onboarding.

In addition to his research and work with both struggling and “best in class” organizations, David Lee’s work draws from a wide range of scientific disciplines including cognitive neuroscience, anthropology, psychoneuroimmunology, trauma and resilience research, and paleopsychology.

Taking this research which typically doesn’t find its way into the business world, David translates these principles of human nature into practical leadership and managerial strategies that optimize employee performance.

Using the popular TV show *The Dog Whisperer* as an analogy for the difference understanding human nature makes, David’s work helps leaders and managers become “Employee Whisperers.”

In his work with managers and leaders at all levels and his interviews with employees, he has found that “every better result you desire requires having a better conversation.”

For information on his coaching, consulting, and training, call 207-571-9898.

Comments from Clients

“The value David provided our organization went far beyond the actual classroom experience. In addition to the wealth of information he provided during class, David provided a broad support system to further the development of our senior management team.

Specific elements included working with the team to articulate a behavioral vision, one-on-one coaching, individualized professional development plans, and a variety of other support services that enabled us to build a culture of teamwork, accountability, and excellent customer service. While everyone says they will help you be more productive and get better results from your people, David is the only one I’ve worked with who really helps you get there.”

Eric Henry, CEO and CIO at Hershey Trust Company

“Weeks after David Lee spoke to our college, people are still talking about the message he sent. One employee thanked our President and said it was a “gift to employees to hear David speak”. David took the time to get to know US before he stepped foot on campus. We didn’t expect the level of service that he provided. He interviewed people, sent out surveys and dug deep to find out exactly what our college needed to go from good to great. He then customized a program that fit what we needed and has been great with follow-up and feedback. It’s clear he truly cares. David does more than give a great speech a leave, he transforms the culture.”

Deb Carlson, PhD, Director of Institutional Research and Communication, Nebraska Methodist College: The Josie Harper Campus, NE

“I have utilized David’s services several times over the years. He treats each company as a unique entity and creates specific training plans based on each company’s needs. I like that he does not deliver a canned program, but makes the time to meet with HR, managers and CEO’s to understand the company culture. He partners with HR to create training plans for success. The Appraisal Process is all about Coaching and Feedback.

David customized a program for us that focused on our list of specific goals, worked with our management staff as a team and on a one-on-one basis, and created tools to ensure success. What is most impressive is that David followed up post appraisal process with an employee survey asking how the manager training impacted the new appraisal process. The survey results overwhelmingly verified that the training made a positive impact on our management team and their delivery of the new process to our employees. And, as a result of the survey process, we now know what areas to focus on for our future training needs. We look forward to working with David again as we continue to refine our appraisal and coaching efforts.”

Barbara Bartlett, Director of Human Resources, Infinity Federal Credit Union, ME

“We chose David Lee to provide us with customer service training over a well-known national franchise in part because of his customized approach. Rather than trying to convince us that a one-size-fits-all, off the shelf “solution” was just what we needed, he took the time to learn about our business and unique needs, and tailor a program to address them.

The fact that his program was addressing the real life issues our customer service and tech support people faced every day, combined with his engaging and informative training style, had a huge impact on our staff’s interest in, and commitment to, his ongoing program. It’s exciting to hear everyone using the concepts from his training in conversation – his concepts have become our vernacular.

One of the other things that makes David such an effective trainer is the fact that he is clearly a voracious learner who is always on the lookout for new research or best practice to share with clients. Whether it’s how stress affects the brain and its implications for engaging people in constructive conversations, or a million other applications of “human nature at work”, David shares ideas and information you won’t get in “standard” business programs delivered by the average consultant. I know I have used his examples with staff, customers and friends. If you want an effective and customized training program that will enhance your external and internal communication, David Lee is the best choice!”

Nancy Hellman, Loftware, NH

“Finally, a moment to reflect on the weekend. David, you lit them on fire!!!! I cannot tell you what a difference you made with this very unique group—you helped us to turn the tide and it was an incredibly productive weekend—and it has shaped our attitude and focus for the next few years.

You helped us collectively grab our minds and put them together in such a way that we were able to miraculously define our immediate VISION without so much as an hour of brainstorming. It just happened. It would have taken 2 or 3 board meetings to do what you helped us do.

I am still in disbelief, and am really impressed with your attitude David. You have such a special gift, and you just drove it home with everyone. I will never ever forget your time with us.”

Josh Libby, President of the National Cued Speech Association, Washington, DC

“Thank you for doing such an outstanding job keynoting our conference. As you could tell by the response, participants loved both the content and the delivery of your presentation.”

Dr. Ian Gawler, Director, The Gawler Foundation, Victoria, Australia

“I've now worked with over 150 presenters since you last were a part of MEBSR's Spring Conference, and still you stand out as the best person we've ever had come and present on how we best work with one another, increase productivity and thrive.”

Sanna McKim, Executive Director, Maine Businesses for Social Responsibility, Maine

“I just want to thank you for such a great presentation! I got feedback that this was the best conference that we ever had. (Management at the venue) e-mailed me asking for your contact information. Apparently the staff that was working that day loved your message and they want to hear more. So - don't be surprised if you hear from them!”

Anne Charles, Maine Municipal Association, Maine

“When our Human Resources Affiliate was charged with the responsibility to recommend a keynote speaker on a topic related to change management for the New Hampshire Association of Counties Annual Conference David Lee's name came immediately to mind.

The thought of developing a keynote presentation as well as useful breakout sessions that appealed to elected officials, departmental managers, supervisors and employees from diverse departments presented a formidable task. However, David did not disappoint. In fact, he developed and delivered an inspiring, can do, engaging presentation that was interactive, provided useful tips and flowed easily throughout the day.”

Norm O'Neil, New Hampshire Association of Counties, NH

“I learned more in this seminar than in four others I took from (a well known national seminar company).”

Jennifer Sgroi, Stonyfield Farm Yogurt, New Hampshire

“Without you realizing, David woos you into learning by appealing to what you naturally know to be true by your own experience. He's incredibly down to earth and balances stories, humor, statistics and research to engage his audience in a time defying way. His programs will benefit anyone looking to gain awareness, passion and spirit in the workplace (and beyond). I was so riveted and inspired that when David said he was wrapping up his program, I was dumbfounded by how much time had passed. I was convinced my watch was mistakenly an hour ahead. Thank you, David, for following your passion & curiosity from which we greatly benefit.”

Krista Irmischer, Human Resources Manager, Jøtul North America, Maine

“David's presentation style is unparalleled! The substantive and timely content of his subject materials is immediately adaptable to the workplace making his seminars an invaluable aid to an employer seeking to be an “Employer of Choice.”

Lynn M. Lombard, VP, MMG Insurance Company, Maine

“I want to say a big thank you for the wonderful job you did in your presentations during our Quality Leadership Conference. You are a talented individual; thank you for sharing your gifts with Fairview.”

Tom Hanson, Fairview Healthcare System, Minnesota

“David has an uncanny ability to not only capture the attention of his audience, but also maintain a consistent level of interest in his students... Although I recognized and easily understood most of the concepts that David presented in his class, his perspective (which I value immensely due to his knowledge and intellect) and innovative style of teaching sparked my curiosity and interest, and more importantly, triggered my brain to ask more questions, deeper questions... David also has that rare ability to teach effectively to individuals that are at different levels of comprehension and understanding, and exhibit different styles of learning. ... Lastly, I would like to add a very important detail regarding David’s style of teaching and his personality. His wit and great sense of humor were very appreciated in the class by all. He has what I like to call ‘intelligent’ humor which is a gift.”

Aditi N. Thakur, Accenture, Colorado

“Your seminar Constructive Conversations was fabulous! I got so much out of it.”

Jayne Allison, GPC Biotech, Waltham, Massachusetts

“David is dynamic and entertaining... and effective at making a strong connection with his audience. He uses personal examples which allows him to make even the most sophisticated concepts understandable.”

Gail Pickard, Director, Midlyn Communications, Vancouver, BC

" David Lee knows what makes employees tick! His presentation was filled with practical ideas in giving employees a true sense of meaning and belonging in the workplace. If you want a highly motivated workforce, put David's ideas into place."

Del Gilbert, Chief Learning Officer, St. Joseph Hospital, New Hampshire

“I enjoyed your Courageous Conversations workshop so much that I came back again for your Resiliency workshop! You are an enthusiastic, caring and knowledgeable teacher. I especially liked the way you really listened to the participants and were happy to answer all of our questions. I felt like you were talking directly to me.”

Glenda Christiaens, Assistant Professor, Brigham Young University College of Nursing, Provo, Utah

“It was great to have you address our top team at Norwich...Your enthusiasm is commendable and the address was certainly entertaining, thought provoking and inspirational.”

Peter Johnson, Group Managing Director, Norwich Union Financial Services, Ltd, Melbourne, Australia

David Lee's seminar, Constructive Conversations: How to Foster Honest, Open, Non-Defensive Dialogue About Difficult Issues, was one of the most worthwhile training experiences that I have had in a long time. Geared towards more experienced practitioners, it presented a whole new way to look at challenging discussions we have with employees and really changed my approach and perspective. I am looking forward to returning to work and implementing the many ideas that came out of the course, and look forward to attending future seminars from HumanNature@Work.

Cindy Joyce, Director of Human Resources, FundQuest, Boston, MA