

# How to Give Critical Feedback

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## Stumbling blocks

Managers tend to frame difficult situations and decisions in a way that is narrow (alternatives are not included or even considered) and binary (there are only two possible outcomes: right or wrong).

During feedback discussions, their framing remains frozen – unchanged regardless of the direction the discussion takes.

## Guidelines

- \* Describe your information and your perception of the problem
  - Be prepared to collect additional information and to discuss a different perception.
  - At the same time, if necessary, express your firm determination to address the problem.
- \* Do not imply that you have already determined the *cause* of the problem.
- \* Do not imply that you have already determined the *solution* of the problem.
  - Negotiate the solution of the problem.  
(While thinking in advance about you shall do, if you cannot reach an agreement.)

According to Jean-François Manzoni, [A Better Way to Deliver Bad News](#), Harvard Business Review, September 2002