

# AIDD FEEDBACK MODEL

## A - ACTION

## I - IMPACT

## D - DESIRED BEHAVIOUR OR DEVELOPMENT NEED

This feedback model can be used as a helpful guide of what to think about when you are giving feedback and how to structure your feedback to others. It also helps us to be more conscious about what we are noticing and feeding back. Always remember that feedback should be used to help grow and develop someone rather than an opportunity to criticise or undermine.

### Action

Emphasis is on their actions, not on your interpretation of it. So you are feeding back what you observed or heard, not on their intentions, their personality or their character. Limit the number of actions you comment on a level they can handle – far better to give feedback on one key action that they can digest and build on to make a difference, than ten things which leaves the message diluted (and invariably leaves them demotivated). Because this is based on fact it is less likely to be challenged.

Action questions to consider:

- What are you there to discuss?
- What did you notice?
- Remember this works for positive feedback on what is working well too

Example: Yesterday in that meeting – you asked some really good questions about the strategy (Action)

### Impact

This can include positive or negative impact on the end result, or on the process itself e.g. the amount of effort needed on their part to achieve the result, or the impact on others, etc. When giving praise it is so easy to say to someone ‘that was really good, well done’ without saying why it was good or what made the difference this time compared with previous occasions.

Impact questions to consider:

- What impact is this performance/behaviour having on the team?
- How does this performance/ behaviour affect other departments?
- How is the customer (internal or external) impacted?
- What evidence do you have for this?

Example: Your questions really made us think about the strategy in a different way because you worded them so thoughtfully (Impact)

### **Development or Desired Behaviour**

Remember, the purpose of feedback is to enhance performance and motivate. So this last stage is important to determine what happens next e.g. develop to make it even better next time around, to correct a mistake or to perfect a process. Put the emphasis on what is missing rather than what is wrong – building on strengths or positives is far more likely to engender enthusiasm. Using open questions, ask the individual how they think things can be developed or built upon. This will help to gain buy in and you may be surprised by the options they suggest.

Development or desired questions to consider:

- What needs to change going forward?
- What does the goal look like?
- Are actions SMART?

Example: It would be great to see you speaking up like that in more meetings and asking such good questions (Desired Behaviour)

### **When will you meet again to confirm improvement or review results?**

Remember with feedback you always have two choices:

1. Tell the person what you want them to know.
2. Ask them to self-assess and consider what has happened.

You may find initially that you tend to tell rather than to ask. The more you ask the more your team will be able to self-assess and improve their own performance.