

#### WHAT YOUR FOLLOWERS WANT YOU TO KNOW....

As suggested in the previous chapter, followers want your SPECIFIC feedback. Too general and it's hard to relate the exact behaviour or skill to the particular outcome (positive OR an improvement point).

#### THE STAR/AR FEEDBACK MODEL



##### *Giving positive feedback:*

**ST(Situation/task)** : A customer came into your office today looking upset

**A (Action)**: You gave her the forms she needed and explained how to fill them out.

**R (Result)**: She thanked you for your help and left looking relieved.

##### Identifying the **STAR** Components:

"Thanks for helping me with my report (**TASK**) before I had to rush to the meeting (**SITUATION**). I appreciate your delivering it to Sue so quickly and spending time answering her questions (**ACTION**). I wanted you to know that she called me back and said she was really impressed with our responsiveness and your knowledge of the project (**RESULT #1**). It looks like she's going to recommend our department for the job (**RESULT #2**)."

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##### *Giving Feedback for Improvement (often called 'Constructive Feedback')*

**ST (Situation/Task)**: A customer complained to me about the service he received from your office.

**A (Action)**: Before he could finish, you interrupted him and said there was nothing you could do.

**R (Result)**: He left feeling really upset.

**A (Alternative Action)**: It might have helped if you had reviewed the circumstances with him, explained why he could not get what he wanted from you, and referred him to the appropriate office.

**R (Better Result)**: That way, he would have more readily understood our regulations and felt better about the interaction.

##### Identifying the **STAR/AR** Components

"Because the weekly time-tracking report was due to be with her this morning (**SITUATION**), Pat asked you for it as you walked in (**TASK**). Without offering an explanation, you told Pat that you wouldn't be able to get the report to her for another two days (**ACTION**). She left the department feeling frustrated that you hadn't met your deadline (**RESULT #1**) and angry that you didn't even explain why (**RESULT #2**)."

"You might have shared your time constraints with Pat, asked her exactly what information she needed, and asked if you and she could discuss some alternative dates or approaches (**ALTERNATIVE ACTION**). Pat would have understood your situation better; then the two of you could have worked something out, which also would have strengthened your partnership (**BETTER RESULT**)."