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|  |  | **Feedback to Praise Performance** | **Feedback to Improve Performance** |
|  | **ST**  Situation/Task | Describe the situation as you observed it, leaving out inferences and assumptions. Focus on situational aspects like place, time, others present, context, etc. | Describe the situation as you observed it, leaving out inferences and assumptions. Focus on situational aspects like place, time, others present, context, etc. |
|  | **A**  Action | Describe the action by using examples of the employee’s behaviors. Avoid making inferences or assumptions about the employee’s motivations or personality. Simply describe what you observed, using “I” language.    Some examples include:   * I saw… * I heard… * I read in your email… | Describe the action by using examples of the employee’s behaviors. Avoid making inferences or assumptions about the employee’s motivations or personality. Simply describe what you observed, using “I” language.    Some examples include:   * I saw… * I heard… * I read in your email… |
|  | **R**  Result | * Tell the situation’s end result(s). * What was the level of performance? * What kind of impact did the outcome have on the department /hospital? * Always explain in detail how the employee can continue the performance. | * Tell the situation’s end result(s). * What was acceptable and unacceptable? * What kind of impact did the outcome have on the department/hospital? * Always explain in detail how the associate can improve performance. |
|  | **A**  *Alternative* Action |  | Ask for/Provide an alternative action the employee could consider the next time the same or similar situation/task occurs. |
|  | **R**  *Enhanced* Result |  | Describe the potential improved results that could be achieved.  Plan a follow-up date to review progress. |