



Feedback Formulas for Non-Managers

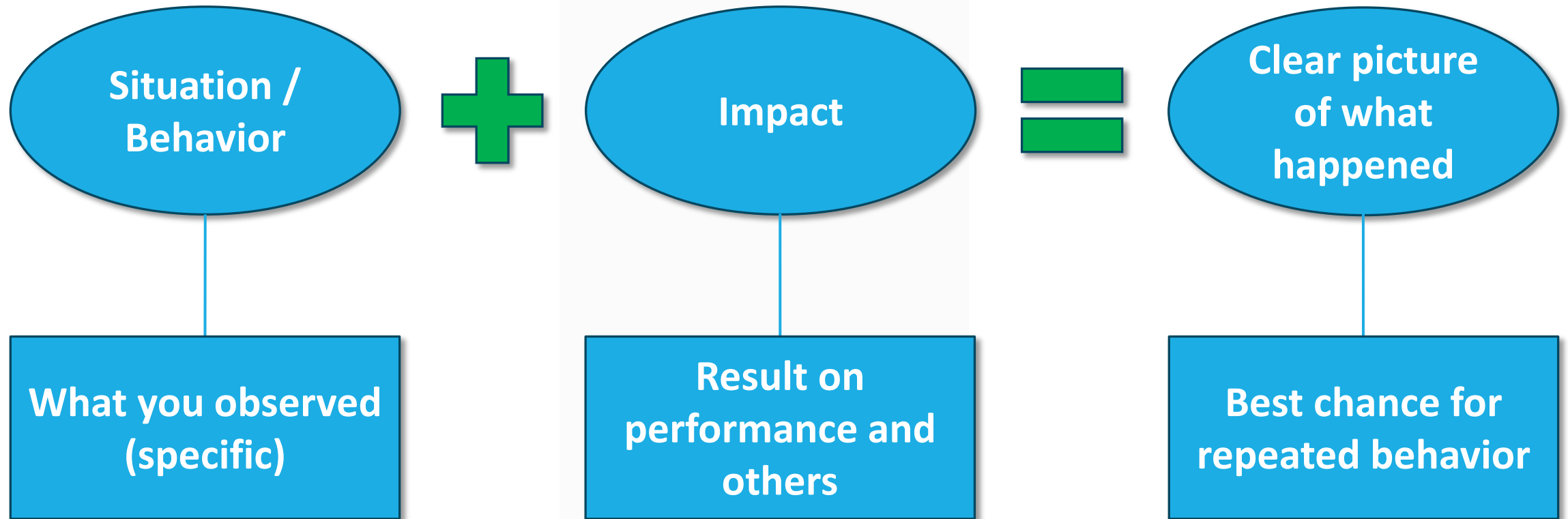
HARVARD SEAS HUMAN
RESOURCES

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Feedback Formula: Positive



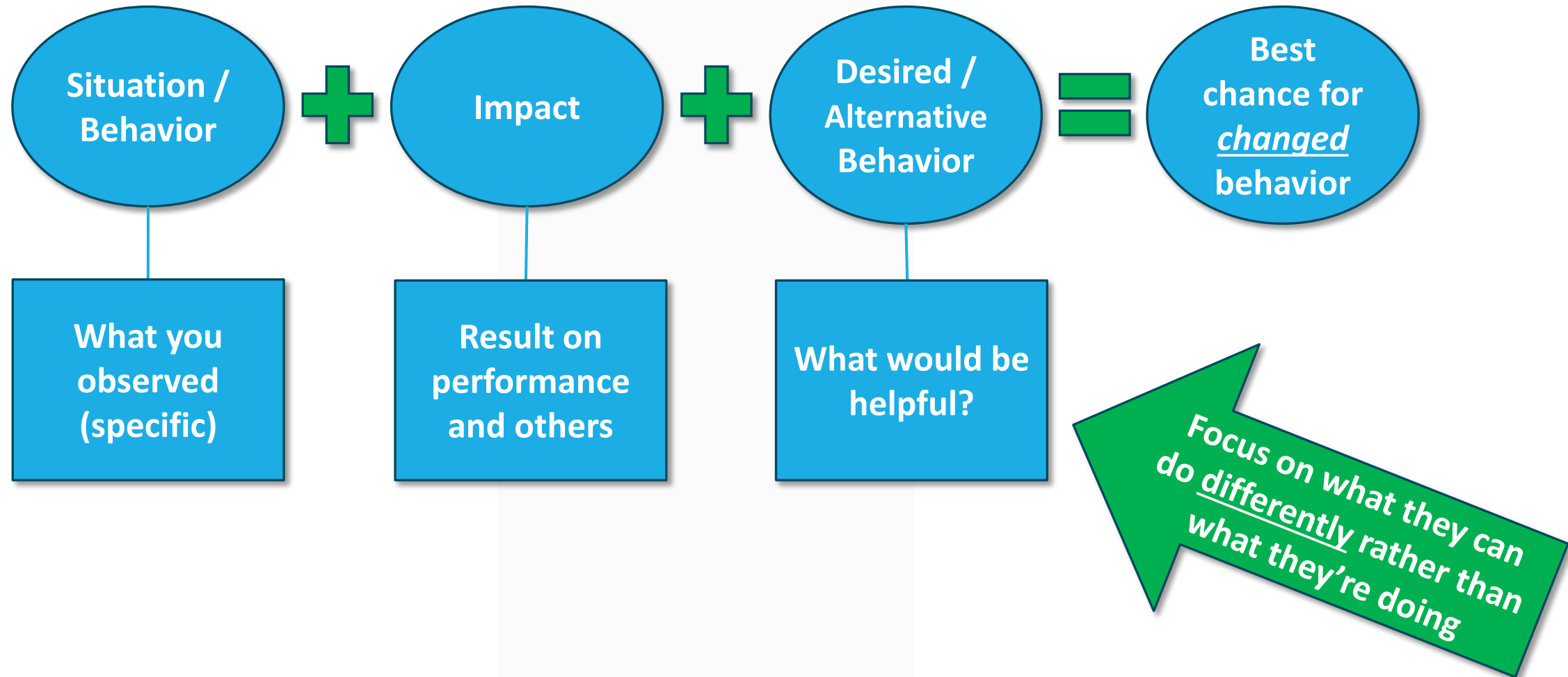


Positive Feedback Example

- **Situation:** I enjoyed partnering with you on resolution of that time sensitive reimbursement issue last week.
- **Behavior:** You acknowledged the urgency of my request for help and immediately made time available to resolve. You helped us prioritize what information was needed, from whom, by when, and in which formats. You then offered to partner further with me on next steps.
- **Impact:** The issue was resolved swiftly and correctly. Our client expressed appreciation for treating their issue as a priority. I am confident that I have a trusted, problem-solving partnership with you moving forward.

Giving and Receiving Feedback

Formula: Constructive



Constructive Feedback Example



- **Situation / Behavior:** A reimbursement deadline was missed due to time lost reconciling incomplete work that was initially submitted.
- **Impact:** The department incurred late fees which put them over budget. The client expressed dissatisfaction about this. Others had to pitch in last minute to help resolve this which led to delayed completion of their other work.
- **Desired Behavior (Questions to Explore and Gather Insights):**
 - What was this experience like for you?
 - What could be done differently in the future to ensure completed work is submitted?
 - What additional guidance or tools could be utilized to get a better outcome?
 - How can we partner more effectively on this going forward?