

## **Take Action**

### **Give Constructive—and Powerful—Critiques**

<b>Good Beginnings to Critiques</b>	<b>Principle Applied</b>
<i>Kim, I just observed an interaction between you and a customer that should have gone much better.</i>	“Say what you see.”
<i>Chris, the capacity report was not on my desk this morning, as promised.</i>	
<i>Peter, it’s not like you to...</i>	“Blend compliments into critiques.”
<i>Ahmed, here are the benefits I see in that idea as well as its shortcomings. First the benefits...</i>	
<i>Joan, let me show you how to make that work next time.</i>	“Turn criticism into teaching.”
<i>Gerry, this is how we handle that kind of challenge at ACME.</i>	
<i>Carlos, I need to be able to count on you to...</i>	“Personalize your ask.”
<i>Beverly, I need your help with something.</i>	
<i>Juan, our bottom line cannot handle the hit we will take if your project continues to fall behind.</i>	“Connect to a company requirement.”
<i>Fran, our code of conduct expressly forbids...</i>	
<i>Maria, what is the explanation for...?</i>	“Ask a question.”
<i>Gino, can you help me understand why...?</i>	
<i>Ralph, I need to know what you’re going to do differently to turn this around.</i>	“Get a commitment to change.”
<i>Jan, what’ll it take to keep this from happening again?</i>	

**Reminder:** These sample critiques are opening statements for you to complete according to the specific disappointing performance you confront.

**Finally:** Four conditions support constructive critique delivery: (1) when done in private, (2) when it attacks action not actors by **not** opening with the word **you**, (3) when it condemns behavior not attitudes, and (4) when it occurs either during the action—if in private—or soon after.