

## Kipling's Men - Feedback

**“I keep six honest serving men: they taught me all I knew.  
Their names are What and Where and When, How and Why and Who”**

*The Elephant's Child, Rudyard Kipling (1865-1936)*

- **What** – consider the feedback you need to give. What are the key messages? What is the situation? What examples do you have? What sort of feedback is it – positive, constructive, negative, informative?
- **Where** – all feedback should be given in a quiet place without interruption, particularly constructive or negative feedback. Whilst some people say praise and positive feedback should be given in front of others, this is not advised as others may feel less valued, whilst the recipient may feel embarrassed
- **When** – consider the timing. Feedback should be given as soon as possible to an event whilst it remains fresh giving time to prepare the approach, however consideration should be given to the timing of the feedback for the individual, with thought for how they may be feeling, ie if they have just come from a long shift or difficult interaction
- **How** – consideration for how the feedback will be given with examples that may be provided, thought for the vocabulary being suited to the recipient. Feedback should be given with sensitivity and creating a dialogue involving listening and questioning. Feedback should be clear and concise, avoiding generalization
- **Why** – feedback should only be given to help someone to develop or do things more effectively, to improve a situation or to make people aware of certain information or standards
- **Who** – think about the person who is receiving the feedback, consider how they will feel and react, ensure you are prepared for their reaction. Also consider to whom you should give feedback

