

# The EARN Feedback Process

1. <u>E</u> vent	2. <u>A</u> ction	3. <u>R</u> esult	4. <u>N</u> ext Steps
<ul style="list-style-type: none"> <li>• What was the situation?</li> <li>• When did it happen?</li> <li>• Where did it occur?</li> </ul>	<ul style="list-style-type: none"> <li>• What was the observed behavior?</li> <li>• What specifically did they do or say?</li> <li>• Keep focus on the behavior, not the person</li> <li>• Use non-accusing tone</li> <li>• Describe without judgment</li> </ul>	<ul style="list-style-type: none"> <li>• What changed (for better or worse)?</li> <li>• What was the impact or the consequence?</li> <li>• Who was affected?</li> <li>• Ensure clarity; confirm recipient understands the importance/ consequences of the behavior or performance</li> </ul>	<ul style="list-style-type: none"> <li>• What behaviors need to be continued or changed?</li> <li>• Make a request for a specific change and/or ask for ideas on how to improve</li> <li>• Agree on next steps</li> </ul>

## Use the EARN Feedback Process to give:

• **Motivational Feedback:** Information provided to an employee about his or her performance with the intent of sustaining behavior that is appropriate and/or effective

“On today’s conference call with the Commissioner...”	... you presented the status and short-term outcomes for your current project. ...	... You did a commendable job, and the Commissioner is now very much aware of the value this project brings to the Agency.	... I am very proud of you and want you to continue the work you are doing to grow and develop your role on this project.”
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• **Developmental Feedback:** Information provided to an employee about his or her performance with the intent of changing behavior that is inappropriate and/or ineffective

“During today’s monthly project status meeting...”	... you were texting or emailing on your phone. ...	... When we’re in meetings, it’s important that you’re engaged and contributing. If you are texting or emailing, you are distracted and not participating.	... How would you feel about leaving your phone at your desk during meetings?”
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