

From Buckingham & Goodall, [The Feedback Fallacy](#), HBR, 2019.

INSTEAD OF	TRY
Can I give you some feedback?	Here is my reaction.
Good job!	Here are three things that really worked for me. What was going through your mind when you did them?
Here is what you should do.	Here is what I would do.
Here is what you need to improve.	Here is what worked best for me, and here is why.
That did not really work.	When you did X, I felt Y <i>or</i> I didn't really get that.
You need to improve your communication skills.	Here is exactly where you started losing me.
You need to be responsive.	When I don't hear from you, I worry that we are not on the same page.
You lack strategic thinking.	I am struggling to understand your plan.
You should do x [in response to a request for advice].	What do you feel you are struggling with, and what have you done in the past that's worked in a similar situation?