

When you see something that an employee is doing or has done that does not meet expectations, it is important that you say something and address the concern in the moment or as soon as possible. The follow **S-E-E, S-A-Y** technique will help you frame your employee feedback:

S - Share observations

Describe the observed behavior so the recipient of the feedback can picture it in their mind's eye. Share facts, not feelings.

- Who was involved?
- What did you observe?
- Where and when did you observe the behavior?

E - Enquire for details

Set the tone and introduce the communication. Ask open-ended questions to find out more details and open a dialogue.

- Can you help me understand?
- How do you see it?
- Am I missing anything?

E - Evaluate the response

Evaluate the employee's response and consider:

- Is the employee acting immorally, unethically, or illegally?
- How much control did the employee have over the questionable action?
- Are there any policies, guidelines, or laws that factor in?
- How serious is the behavior—small infraction or a major offense?

S - Share Impact

Let the employee know how their action impacts the team/business. In your response could include:

- The impact to you as the leader (e.g., how you treat others who do the same thing)
- How this affects teammates
- What the consequences to the business are or could be

A - Agree on next steps

Allow the employee to lead the communication about what they will do differently going forward:

- What do you think are our next steps? How will that resolve the problem?
- How may I best support you?

Confirm the agreement by restating what was agreed upon and document the results.

Y - Establish Accountability

Follow up to ensure it happened. Ask for:

- Good results
- Challenges to implementing the plan
- Next steps