IDEALS Script for use in giving constructive feedback
(Adapted from Leadership IQ webinar presented at Capital Health, March 22, 2013)

Step 1: Invite them to partner

"Would you be willing to have a conversation with me about… [_____]."
- *Keep third-person (avoid the word "you")*
- *Avoid any attacks or judgments ("Would you be willing to have a conversation with me about why you're such an idiot?")*

Step 2: Disarm yourself

"I'd like to just review things to make sure I'm on the same page as you."
- *You're taking responsibility for getting on the same page as them and truly understanding their perspective*
- *You're not blaming them for not being on the same page as you*

Step 3: Eliminate blame

"And if we have different perspectives, we can discuss those and develop a plan for moving forward."
- *You're not presuming there's a fight coming*
- *You're not presuming that they're going to be wrong*
- *You're telling them that you're not going to attack them for being wrong*
- *It's a blame-free way of saying "we see things differently"*

Step 4: Affirm their choices

"Does that sound ok? I can talk now or if necessary I have time later?"
- *You're testing to make sure they're feeling ok and that their walls are still down*
- *You're giving them some control and thus easing their anxiety*
- *You're offering a choice about when to talk*
- *But you're still gently insisting on having this conversation because this is a forced choice*

Step 5: List corrective feedback

"In last week's department meeting, there were 3 times [Dr. So and so] didn't react well, each following a comment you made."
- *Facts are Candid, Objective, Specific, Timely, Unemotional*

"Do you know what comments I mean?" <nodding, yes> "What do you think happened there?"
- *Test whether they "get it" or not*

"Not sure? OK. Let me share what I saw. Two of those times [Dr. So and so] reacted anxiously and one time she reacted angrily. Specifically, the comments you made that preceded those reactions were… [_____]."

"Here's why I think she reacted that way…"
- *Interpretations are useable but only when focused on somebody else, not the recipient of the feedback*

Step 6: Synchronize your understanding

"Tell me how you think we can work together to build on this and make things even more effective next time."