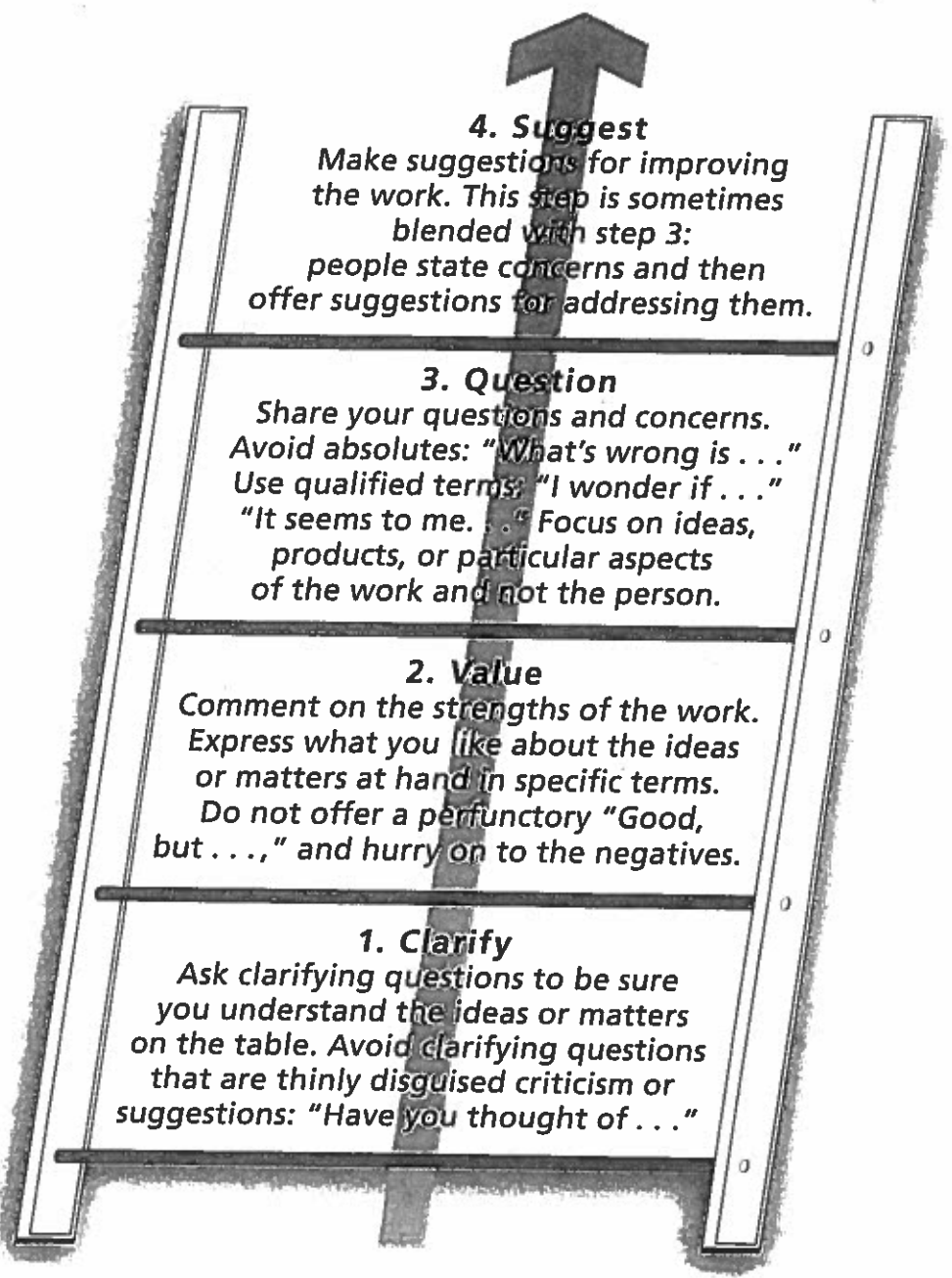


PPENDIX B. LADDER OF FEEDBACK



4. Suggest
Make suggestions for improving the work. This step is sometimes blended with step 3: people state concerns and then offer suggestions for addressing them.

3. Question
Share your questions and concerns. Avoid absolutes: "What's wrong is . . ." Use qualified terms: "I wonder if . . ." "It seems to me. . ." Focus on ideas, products, or particular aspects of the work and not the person.

2. Value
Comment on the strengths of the work. Express what you like about the ideas or matters at hand in specific terms. Do not offer a perfunctory "Good, but . . .," and hurry on to the negatives.

1. Clarify
Ask clarifying questions to be sure you understand the ideas or matters on the table. Avoid clarifying questions that are thinly disguised criticism or suggestions: "Have you thought of . . ."