Do you struggle to deliver negative feedback?

There are times when our teams underperform, and it is our job as managers to inform the offending team members that they're not performing at the desired level.

When delivering this type of feedback, many managers don't know how to approach this, and as a result a lot of them will put it off, or deliver false feedback just to avoid a difficult conversation.

One model you can follow is the **BEER** Model, which stands for **Behaviour**, **Effect**, **Emotion** and **Request**.

Let's have a look at this in a bit more detail:

The first part of the model is behaviour.

This is the part of the conversation when you state to your team member the particular behaviour that is letting them down.

This is the start of the conversation, so you must be direct whilst maintaining eye contact – it may be worth practicing this in the mirror beforehand to ensure your body language is what you'd like it to be.

The second part of the BEER acronym is Effect

This part of the conversation is where you state the negative consequences of their actions.
If you have any hard evidence of this, you can show them this during the discussion to make it seem less of a personal attack - for example if the issue is consistent lateness, show them timesheets of this happening regularly.

The third letter in the BEER acronym stands for Emotion

This part of the conversation involves you sharing your emotions with the team member.
Adding that you have felt disappointed or frustrated has a big impact on how the feedback is delivered, the similar impact in saying how happy you are when someone does their job to a high standard.

The final letter in the BEER acronym stands for request.

The closing part of the conversation is a request for certain actions to be performed in the future to avoid this poor performance from happening again.

So an example of this conversation from start to finish would sound something like:

"When you didn't email me the figures when you said you would, I wasn't able to meet the deadline I had with my manager, which is very disappointing for me. In the future, could you please let me know ahead of time if you can't make a deadline so I can renegotiate. If you could do this, I'd greatly appreciate it."

So next time you have to deliver negative feedback, follow the BEER structure:

Number one – behaviour, open the conversation by stating the behaviour that is letting your team member down performance wise.

Number two – effect, state the consequences of the actions taken by your team member.

Number three – emotion, share your emotions with your team member for more impact.

And number four – request, request that your team member follows certain actions going forward so that this poor performance is not repeated in the future.