

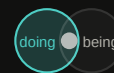
THE METHOD

Authentic Feedback

Doing · Being · New Doing

Self, relationships, and performance all change one conversation at a time. This method gives you a three-step structure for feedback that is grounded in observable fact, honest about its human impact, and closed with a clear commitment.

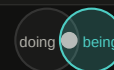
1 DOING



What specifically happened? Name exactly what was said, what was done, what was left unsaid or undone. No interpretation, no inference about motive or character — only what you observed.

"Last Monday the Q3 summary was due at 9am. I received it Wednesday afternoon, with no message to flag the delay. This is the third time this quarter a report has arrived late."

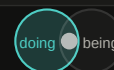
2 BEING



Share the real impact — starting with your own emotion and the reason behind it. Then name the wider consequences: on the team, on the client relationship, on the business. The business impact is what gives the emotion its full weight.

"When I saw the report hadn't arrived, I felt frustrated and exposed — I had already committed to the client on that deadline. For the team, two people had to reformat under pressure on Friday afternoon. For the business, we had to reschedule the client review and absorb a full afternoon of unplanned rework. That has a real cost."

3 NEW DOING



Close with a clear proposal and an invitation. What do you need to change? What are you asking for specifically? How will things be done differently — and can the other person commit to that?

"What I need from you is a message before the deadline if something is going to slip — not after. Can you commit to that? And if something makes it difficult, what would help you get there?"

When Doing is precise, Being is honest, and New Doing is concrete — feedback becomes a conversation, not a verdict.

EXAMPLE

A Feedback Conversation

What it often looks like

Paula is Paul's manager. Paul submitted his report two days late — the third time this quarter. What follows is a well-intentioned conversation that misses the mark.

PAULA

Hey Paul, do you have a minute? I wanted to talk about... the report situation.

PAUL

Sure. What about it?

PAULA

Well, it came in late again. I know you've been busy, but the team wasn't happy. And it's not the first time.

PAUL

I was two days late. I had a packed week.

PAULA

Right, I understand. But honestly — I sometimes wonder if you really take these deadlines seriously. It kind of feels like the team just isn't your priority right now.

PAUL

That's not fair. I put in long hours every week. One late report doesn't mean I don't care about the team.

PAULA

I'm not saying you don't work hard. But this keeps happening. And it's not just the team — the business is affected too. Clients notice these things.

PAUL

Which clients? This is the first I'm hearing that any client was affected by my report.

PAULA

Well, it's just — these things have a knock-on effect. You need to think about the bigger picture.

PAULA

I'm not being dramatic. It's becoming a pattern — and frankly it's getting old. You need to step up.

PAUL

Step up? I deliver every major project on time. One late report and suddenly I need to step up? This feels like a personal attack.

PAULA

Okay, let's not blow this out of proportion. Just... try to be more on time. That's all.

PAUL

Fine.

Paul leaves feeling judged and misunderstood. Paula feels like nothing was resolved. The next page shows exactly where this went wrong — and what to say instead.

AI FEEDBACK

Your Conversation Analysis

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Your intent was right. The structure needs work. Here is what the Doing · Being · New Doing framework observed in your conversation with Paul.

1 DOING — WHAT WAS MISSING

Said: "...the report came in late again."

Issue: No specific anchor was set. Which report? Which deadline? Which day? Without a precise Doing, Paul had nothing concrete to engage with — and everything to dispute.

Instead: "Last Monday the Q3 weekly summary was due at 9am. I received it Wednesday afternoon, with no message to flag the delay. This is the third time this quarter."

Said: "I sometimes wonder if you really take these deadlines seriously..."

Issue: This crossed from observable Doing into a judgment about Paul's character. Once feedback becomes personal, the other person stops processing and starts defending. Stay with what you saw — nothing more.

Instead: "The report arrived two days late. That is what I observed."

2 BEING — WHAT WAS ABSENT

Said: "The team wasn't happy about it."

Issue: Impact attributed to unnamed others feels like hearsay. Being requires you to speak first from your own experience — name your emotion and the reason behind it.

Instead: "When I saw it hadn't arrived, I felt frustrated and exposed. I had already committed to the client on that deadline. That feeling had a cause — and naming it makes the feedback real, not personal."

Said: "Clients notice these things... it has a knock-on effect."

Issue: You mentioned business impact, but without any specifics it came across as vague pressure rather than honest feedback. Paul pushed back immediately — because he had nothing concrete to hold. Business impact is the strongest part of Being when it is named precisely.

Instead: "Because of the late submission, I had to reschedule the client review that was booked for Tuesday. That cost us credibility and a full afternoon of unplanned rework for two people on the team."

3 NEW DOING — THE CLOSE WAS MISSING

Said: "Just... try to be more on time. That's all."

Issue: The conversation ended without a clear proposal or shared commitment. Paul left feeling accused, not heard. New Doing closes the loop — it names what changes and invites the other person to respond.

Instead: "What I need from you is a message before the deadline if something is going to slip — not after. Can you commit to that? And if something makes it difficult, what would help?"

Overall: when Doing is precise, Being is honest, and New Doing is concrete, the other person can hear you — because you are speaking about what happened, how it felt, and what comes next. That is the conversation

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