

*"Effective feedback starts before you open your mouth – it starts with how you show up."*

– Niv Nicolas Nowbakht

## The PIP Framework for Effective Feedback

**Posture before words. Presence before technique.** PIP is a structured approach to feedback that is specific, non-judgmental, and forward-looking for conversations and written communication alike. It works because it starts with genuine contact, not a script.

### THE FRAMEWORK

#### **P** Perception

Describe what you observed: factually, without judgment.

- Observable behavior, not character
  - Neutral, specific language
- "When I noticed... / In last week's meeting..."*

#### **I** Impact

Explain the effect: on you, the team, the project, or the relationship.

- Name the actual consequence
  - Emotional, relational, or business impact
- "This affected... / As a result..."*

#### **P** Proposal

Offer a concrete suggestion or invite their perspective first.

- Suggest a specific, actionable change
  - Or ask first: "What's your take?"
- "One idea would be... / How would you approach this?"*

### IN PRACTICE

#### **Live conversation**

**P** In today's client call, you presented the timeline without mentioning the risks we'd flagged.

**I** This left the client uncertain and put us in an awkward position.

**P** Before the next call – could we align on what to share? I'm curious what made that difficult.

#### **Written (email / Slack)**

**P** I noticed the project update was shared after the deadline had already passed.

**I** A few people had to pause their work, which caused delays downstream.

**P** Would a shared reminder earlier in the week help? Happy to discuss what works best.

### QUICK TIPS

- Be specific! Vague feedback creates confusion, not change
- Focus on behavior, not identity or intent
- Stay curious! Ask before assuming
- One issue at a time; don't stack concerns
- Timely feedback lands better than delayed feedback

### TONE & STYLE

- Calm and factual! Tone shapes how feedback lands
- Curiosity over assumptions! Leave room for their view
- Solution-oriented: look forward, not just back
- Respectful directness beats diplomatic vagueness

PIP moves things forward. But feedback only sticks in relationships where people feel safe to speak up.

*"Speaking up with ideas, questions, or mistakes will be welcomed and valued."*

– Amy C. Edmondson, *The Fearless Organization* (2018)