

PEER Feedback Model

Giving peer-to-peer feedback can be one of the trickiest conversations in the workplace. Unless done with thoughtful intention, it can become awkward and unproductive. The PEER model below for structuring feedback aims to help you think through your feedback delivery before sharing it with a workplace colleague.

Permission

Getting permission before sharing feedback is a way of showing your respect for the other person. Additionally, this helps you avoid conversing with someone when they are focused on something else. Permission doesn't have to be a formal thing; it can sound as simple as:

“Is it OK if I tell you about something I observed?”

“Could I talk with you about something I’ve noticed?”

Explain

Next, you want to explain the behavior. What did you see or hear? Try to stick to the facts and be as specific as possible. In this step, focus on the behavior rather than the emotions or impact. It is helpful if this section is brief, as that can minimize the chance it will trigger a sense of defensiveness in the other person.

“You used the term ‘junkie’ to describe the new resident.”

“You raised your voice at the resident who asked you how much longer until dinner.”

Effect

Outline how their words or behavior impacted you, other people, or the overall achievement of your shared objective.

“Your use of that word made me uncomfortable. I recently learned that the words we use can have a big impact on the care we provide to people with substance use disorder.”

“When you raised your voice, I saw that the resident had a visible fear reaction. Some residents have had past experiences that make them sensitive to loud noises.”

Result

Describe the change you would like to see from this feedback. Again, focusing on behavior and being as specific as possible ensures clear communication.

“I’d prefer if in the future you use the term ‘person with substance use disorder’ or ‘person in recovery’ as terms that are less likely to lead to stigma.”

“If you can avoid raising your voice when with residents, I think that would positively impact the room overall.”