CSAW Worksheet & Sample

Below is a worksheet and sample for using CSAW, our framework for giving feedback. Reflect on the components of CSAW (Connect, Share, Ask, Wrap up), and use the spaces below to reflect and prepare for your next feedback conversation. For a more in-depth overview of CSAW, read [Give More (and Better) Feedback with CSAW](https://www.managementcenter.org/article/give-more-and-better-feedback-with-csaw/).

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| **I want to give feedback to:** |  |

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| --- | --- |
| **I want to give feedback about:** |  |

|  |  |
| --- | --- |
| **CSAW**  | **Reflection & Preparation Prompts** |
| **Connect** and get consent | **Connect** over a shared value, goal, or experience:  |
| **Be explicit** that you have feedback to share:  |
| **Get consent** to share feedback:  |
| **Share** your observations and the impact | Share what you **observed:**  |
| Share the **impact:** |
| Share a **concrete request** (if you have one): |
| **Ask** questions to better understand their perspective | Brainstorm **questions** to ask: |
| **Wrap up** with next steps | Share or reiterate any **concrete requests**: |
| Align on **next steps**: |
| Name how you will **follow up**: |

# CSAW Sample

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| **I want to give feedback to:** | Leroy |

|  |  |
| --- | --- |
| **I want to give feedback about:** | Facilitation |

|  |  |
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| **CSAW Component** | **Sample** |
| **Connect** and get consent | Thank you for stepping up and facilitating the first part of yesterday’s client meeting! Based on my observations, I can see you eventually leading client intake meetings. To that end, **can I share some feedback about how you could sharpen your facilitation?** |
| **Share** your observations and the impact | **I noticed** that when you asked our standard questions you often got short, surface-level responses and then went right to the next question. **The result** was that our understanding of the client’s situation and needs is still fairly shallow. This makes it challenging to develop a customized plan, which means more time spent on a follow-up call. Moving forward, I’m asking you to think about what we need to know to serve the client well. This means using probing questions rather than just following the script.  |
| **Ask** questions to better understand their perspective | * What’s your take on what’s happening?
* What do you think about what I just shared? Is there anything that’s resonating? Not resonating?
* What are you seeing or experiencing from your vantage point that I might be missing?
 |
| **Wrap up** with next steps | I’m glad that it seems like we’re mostly aligned on how to move forward. Just so we’re clear, **let’s each recap our next steps**. I’m going to look for at least two opportunities for you to lead client calls in the next month and I’ll send you those client call recordings I mentioned, so you can hear how follow-up questions can be integrated. How about you? |

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