

Dealing constructively with criticism

The **PCEW**-Model

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The following points above all in combination with each other, help that criticism can, even in conflict situations, be co-operative and can achieve aims.

- **Emphasize Positive aspects**

This should at any rate be honest and belong to the theme at hand, therefore for example: "I value the analytical basis of your work. I think though in this case it cost us too much time." And not: "Your tie is really beautiful, but you are a failure as a project leader."

- **Specify your Criticism**

The criticism should be, in as far as possible, portrayed in a concrete manner, therefore for example: "What I quite often find is that when such customer complaints arise you do not automatically come to me. This time included. I always have to first hear from customers that....." But not: "You are unreliable and incompetent."

- **Explicate the Effects**

This is about pointing out consequences "for me" respectively "for us", if the behaviour, which is viewed critically, continues, therefore for example: "If we do not agree with each on these things in advance, it could occur, that whatever we're working on could go in different directions, and that would just create additional problems for us." But not: "You really have to stop dealing the way that you always do."

- **Express your Wishes**

In this instance it's about expressing the positive things that each of us would like to experience in regard to the others, therefore for example: "I think it would make sense if we set aside a special appointment for a meeting to discuss this theme." And not: "Just give it up!"

Constructive criticism uses in principle **I- rather than You-messages**, therefore: "I'd really like it if you could inform me about such things at an earlier stage." And not: "It's high time that you behaved in a cooperative manner."