FEEDBACK AT CARVANA

Feedback is an incredibly important part of our work environment and company culture at Carvana.

Check out these tips for delivering and receiving feedback - both constructive and positive.

TIPS FOR PRODUCTIVE + EFFECTIVE FEEDBACK

CREATE SAFETY.

Create opportunities to build positive relationships, confidence, and skills with your team members and discuss their performance and development regularly.

BE SPECIFIC.

Feedback needs to be clear, direct, and well-prepared. Set the right tone in your interaction based on the nature of the feedback message being discussed.

BE TIMELY.

Be timely with your feedback to ensure that it is still relevant and we're not relying entirely on memories of an interaction, incident, or event.

BE TOUGH, NOT MEAN.

It's important that we aren't overly harsh, critical, or offensive. All feedback conversations should be encouraging and help others to improve and grow.

A NOTE ON POSITIVE FEEDBACK



Positive feedback is a huge contributor to the great culture at Carvana! Be sure to appreciate your team members and let them know when they've done something well by:

- **GIVING KUDOS OR A SHOUT-OUT**
- **SENDING A THANK YOU NOTE**
- **GRABBING LUNCH**
- **CELEBRATING WINS**

ANYONE-TO-ANYONE FEEDBACK

At Carvana, we believe in anyone-to-anyone feedback. This means that all employees should feel comfortable and confident giving feedback to one another.



PEER TO PEER



EMPLOYEE TO LEADER



LEADER TO EMPLOYEE



AND BEYOND!

TIPS FOR FEEDBACK DELIVERY

PREPARE.

Know your goals, talking points, and key expected outcomes in advance. Help the receiver be mentally prepared, open, and ready to receive feedback.

STATE OBSERVATIONS.

Use specific examples and avoid character judgments or generalizations. Try to remove emotion or frustration and focus on just the facts and details.

EXPLAIN THE IMPACT.

Share the ramifications or feelings that resulted from the behavior, decision, or event that you observed to give the receiver insight into a side other than their own.

PAUSE AND REACT.

Once you've shared your feedback, give the receiver the chance to process and react. Invite them to share their thoughts and listen to what they have to say.

DETERMINE NEXT STEPS.

Work together to determine actionable next steps and discuss any adjustments that need to be made. Include the receiver in this process and ask for their ideas.

TIPS FOR RECEIVING FEEDBACK

BE AN ACTIVE LISTENER.

Show that you're engaged and attentive by nodding, making eye contact, and generally having a more open posture. Be aware of your nonverbal cues.

FILTER YOUR INITIAL RESPONSE.

Give yourself time to process and try to understand the intentions (even when the delivery isn't perfect). You may not agree; be respectful and honest, nonetheless.

REMAIN CALM AND OPEN-MINDED.

Try to reserve defensive emotions and assume positive intent whenever possible. Appreciate the feedback for what it is: an opportunity to improve and develop.

REMAIN CURIOUS.

Ask follow-up questions and take the time to understand, not refute. Take notes and summarize the feedback to ensure you understand their thoughts.

BE APPRECIATIVE.

Communicate that you appreciate their honesty and their feedback. Don't let the conversation end there: follow-up and apply the feedback.



QUESTIONS TO CONSIDER

Take a moment to self-reflect on how feedback has impacted your growth and development.

- What's the best feedback I've ever received?
- What was the most challenging piece of feedback I've ever received? Why was it so challenging?
- What was the most impactful piece of feedback I've ever received? Why was it so impactful?
- How have I applied feedback in my personal and professional life?
- Which of these feedback tips do I struggle with the most? Which one comes most naturally?

