

SANDWICH (Positive, Improvement, Positive)

In its simplicity the SANDWICH technique embodies one of the most powerful motivational forces at your disposal – people are far more likely to accept and act on a suggestion for improvement if they feel it is not a criticism. Sandwiching a potential blow to the speaker's ego between two positive statements about the speaker's strengths goes a long ways towards transforming a perceived criticism into a suggestion for improvement.

This technique has been given many names including the OREO cookie technique (Cookie, Filling, Cookie). Whatever visual metaphor works for you – the technique is still the same – sandwich a suggestion/demonstration for improvement between two positive acknowledgements of strengths.

Because the SANDWICH techniques is simple to understand and use many beginners often apply it in a literal way – Say something Positive about the speaker/speech, Suggest an improvement, Say something Positive about the speaker/speech. This can sometimes lead to a rather comical series of sandwiched suggestions for improvement – usually resulting in audience confusion – many positives and suggestions strung together with little or no organization.

Evaluation Mavens know that the SANDWICH technique is also a guiding principle that they apply to an entire evaluation. They know that delivering specific feedback in a positive way must underpin the entire evaluation process.

SANDWICH TECHNIQUE - EVALUATION WORKSHEET

Strength

Suggestion for Improvement

Strength

Suggestion for Improvement

Strength

Suggestion for Improvement