

Giving Feedback That Leads Somewhere

Be specific, invite their perspective and agree what happens next.

1 Name the moment

Anchor the feedback to a clear event or occasion.

2 Describe the behaviour

Say what you observed. Avoid labels about personality or motivation.

3 Explain the impact

Describe the effect on the work, the team or you. Check what is known.

4 Ask and listen

Invite their account. New information may change your understanding.

5 Agree a next step

Decide what each person will do, what support is needed and when to review.

A POSSIBLE CONVERSATION / MISSED PROGRESS UPDATES

"At Monday's and Wednesday's check-ins, your progress update was not in the shared tracker. I reassigned work without knowing what you had completed. What got in the way of updating it?"

After listening: "What is a workable way to keep the tracker current? What do you need from me? Let's check how it is going next Friday."

Use the same specificity to recognise good work: name what helped and why it mattered.

Steps 1-3 draw on CCL's Situation-Behavior-Impact (SBI) model. The practice prompts and example are by Daniel Halls Co.

[READ MORE](#) / Center for Creative Leadership: SBI and inquiry about intent

Prepare. Listen. Agree.

Plan your feedback, then complete the last three boxes after the conversation.

1. What specific moment am I referring to?

2. What behaviour did I observe?

3. What impact can I describe accurately?

4. What will I ask to understand their perspective?

5. After listening: what did I learn or need to check?

6. What will each of us do? What support is needed?

7. When will we review it? What progress will we look for?

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