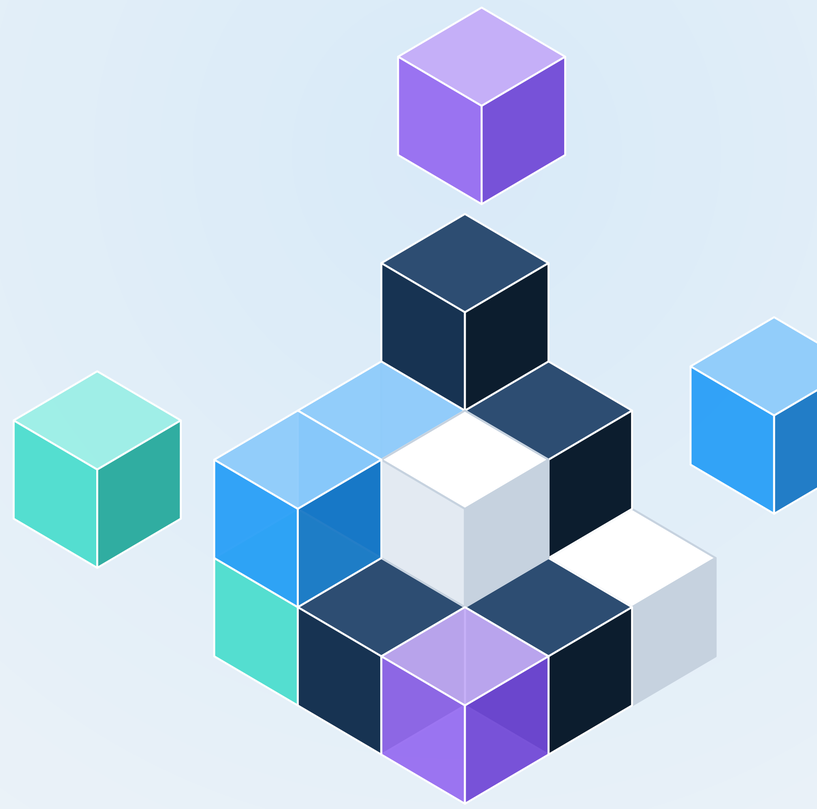
LEADERSHIP & PEOPLE

Feedback That Drives Improvement



Effective feedback describes a specific observed behavior and its impact, invites the other person's view and ends with an agreed next step.

01 THE CORE MODEL

CONVERSATION FLOW · OBSERVATION TO AGREEMENT

01
Observation
Describe the specific behavior you saw, without judgment.

→

02
Impact
Explain the effect on the team, the customer or the result.

→

03
Dialogue
Ask for their view and listen to understand.

→

04
Agreement
Agree what happens next and when you will follow up.

Specific
Refers to one concrete situation, not a general trait.

Timely
Given soon after the event, while the details are fresh.

Two-way
The receiver can explain, disagree and shape the next step.

02 BALANCE

Recognition and correction both drive improvement when they are specific.

ONLY CRITICISM — BALANCED

FEEDBACK DONE POORLY

- − Vague: "be more careful"
- − Saved up for the annual review
- − About the person, not the behavior

FEEDBACK DONE WELL

- + One concrete situation
- + Given within a day or two
- + Ends in a shared next step

03 WORKED EXAMPLE

SUPERVISOR TO TEAM LEADER AFTER A TIER 1 MEETING

OBSERVATION
20-minute meeting
planned for 10

→

IMPACT
Line started late
two teams waited

→

DIALOGUE
Asked why
too many topics today

→

AGREEMENT
Park side topics
review again on Friday

04 MANAGEMENT TAKEAWAYS

01
Describe, do not judge
Say what you saw, not what you think it means about the person.

02
Give it soon
Feedback days later loses detail and impact.

03
Recognize good work too
Specific praise shows what good looks like and should be repeated.

05 COMMON MISTAKE

LIMITATION
The feedback sandwich
Hiding criticism between two compliments blurs the message and makes praise feel fake.