



Feedback & Performance Management



When, where, and how to give effective
feedback that fosters behavioral change

Where Conversations Go Off Track

Thinking about conversations you've had or observed since our last session, which communication traps create the most trouble?

- Explaining before asking
- Leaving out important context
- Assuming the other person understands
- Avoiding the hard message
- Jumping straight to a solution
- Waiting until frustration builds

**ADD SLIDO
QR CODE**

Choose up to two

Weren't at the last session? Answer based on any recent work conversation.

What Happens Next?



Look at the room's top two answers.

At your table, choose one.

**What usually happens next when
people fall into that trap?**

Be ready to share one sentence.

The Bridge From Our Last Session

ASK

before you explain

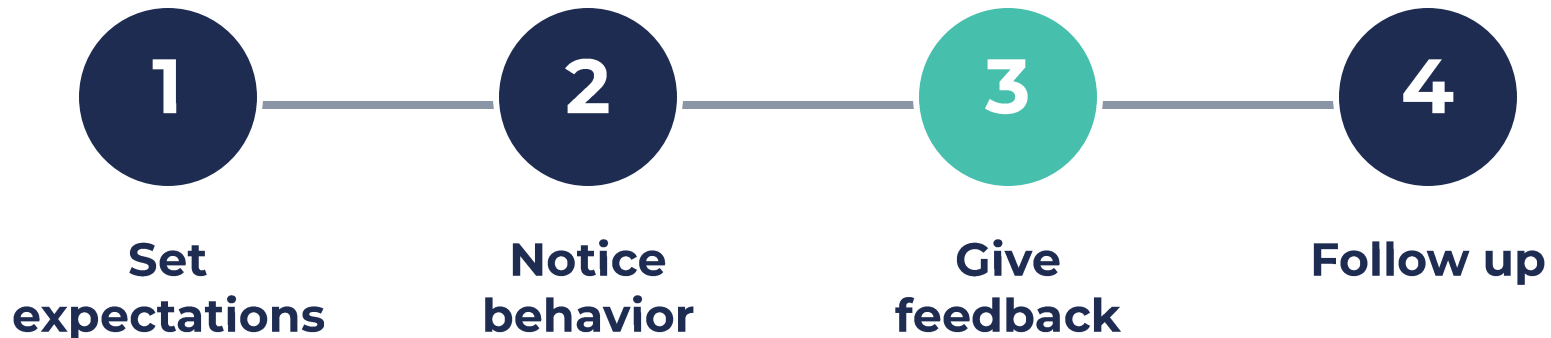
ENRICH

what you
communicate

**Today: use both when the message is
feedback.**

Everyday Performance Management

Most performance management should happen between formal reviews.



Feedback closes the gap between what was expected and what actually happened.

Two Jobs of Feedback



REINFORCE

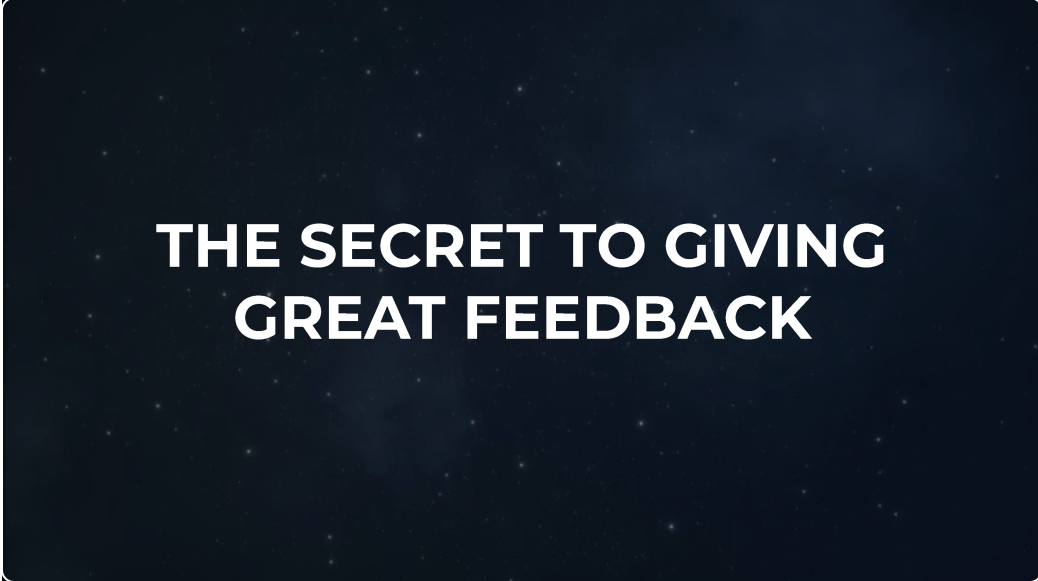
Make useful behavior
easier to repeat

REDIRECT

Make needed change
easier to understand
and act on

Both work best when they name specific behavior.

Listen for the Four-Part Process



THE SECRET TO GIVING GREAT FEEDBACK

As you watch, listen for:

What are the four parts she recommends?

What is each part designed to do?

Which part seems easiest to skip?

[Open the 4:48 TED video](#)

LeeAnn Renninger, The Way We Work

Rebuild the Feedback Model



At your table:

List the four parts of the process she described.

Which part seems easiest to skip—and why?

You do not need the exact wording.

The Complete Feedback Conversation

BEFORE

**Choose the
moment
and
setting**

DURING

- 1** Ask permission
- 2** Name what you saw or heard
- 3** Explain why it matters
- 4** Ask for perspective and next step

AFTER

Follow up

When and Where?

At your table, choose the best first move for each situation.

- A** A report contains errors that delayed another team.
- B** A colleague handled a tense family question exceptionally well.
- C** You are still frustrated after a difficult meeting and want to address someone's tone.

Now or later? • Private or public? • Live or written?

Choosing the Moment and Setting



TIMING

- Soon enough that the details are useful
- After you can be specific—not unload frustration
- When the other person can engage

SETTING

- Corrective or sensitive: private
- Recognition: public only if welcomed
- Complex or emotional: conversation first

The test: Does this choice protect dignity and make dialogue possible?

Urgent risk: intervene immediately. Debrief when the situation is stable.

1. Permission to Begin

She calls this a micro-yes. What might it change for the receiver?

It signals what is coming and creates a moment of choice.

“Can we take a few minutes to talk about today’s handoff?”

“I’d like to share something I noticed. Is now a workable time?”

“I want to talk about what happened in the meeting. Can we do that now?”

2. Observable Words and Actions



Which words make this hard to act on?

BLUR WORDS

“Your attitude in the meeting was unprofessional.”

OBSERVABLE

“When Jordan asked about the deadline, you sighed, looked away, and said, ‘We’ve already covered this.’”

Anchor the moment. Use exact words or actions. Remove labels such as “always,” “careless,” or “bad attitude.”

3. The Impact

Complete the thought: So what?

“The status report was due Monday and arrived Wednesday afternoon.”

At your table, finish this sentence:

“The result was...”

One concrete impact: “The operations team could not finalize its update for Tuesday’s review.”

4. Perspective and Next Step



Which question is most likely to create ownership—and why?

A

“Do you understand why that was a problem?”

B

“What was happening from your point of view?”

C

“Can you promise it won’t happen again?”

Listen before deciding the next step. New information may change your interpretation.

After the Conversation

What happens if the conversation ends here?

Behavioral change needs follow-through.

- 1 Confirm the next step**
What will happen, by when, and what support is available
- 2 Notice progress**
Reinforce the behavior when you see it
- 3 Revisit the agreement**
Return to the conversation if the behavior does not change

One Conversation, Start to Finish

As we read it, identify where each part begins—and where the receiver could respond.

PERMISSION

“Can we take five minutes to talk about this week’s status report?”

OBSERVATION

“The report was due Monday and arrived Wednesday afternoon.”

IMPACT

“The operations team could not finalize its update for Tuesday’s review.”

QUESTION

“What got in the way, and what needs to change for next week?”

FOLLOW-UP

“Let’s agree on the plan and check in Friday.”

Table Challenge

Taylor has started interrupting coworkers during team meetings. After today's meeting, the manager says in front of the group:

"You need to be more professional. Your attitude is becoming a problem."

At your table:

- Identify what makes this hard to hear or act on
- Rewrite it using the feedback conversation
- Decide when and where the conversation should happen

A Possible Repair

PERMISSION

“Can we talk privately for a few minutes about today’s meeting?”

OBSERVATION

“When Morgan was explaining the scheduling concern, you spoke over her twice and continued after she asked to finish.”

IMPACT

“She stopped contributing, and the group moved on without hearing the information she was trying to share.”

PERSPECTIVE

“What was happening from your point of view?”

NEXT STEP

“What could you do in the next meeting to make room for others’ input?”

Follow-up: “Let’s check in after Thursday’s meeting.”

Practice Preparation

Choose a real, low-stakes conversation or one of the examples below.

REINFORCE

A colleague's contribution helped the team

REDIRECT

A deadline was missed
Someone dominated a meeting
A handoff lacked key information

Plan one sentence for each part of the conversation.
Then decide when, where, and how you will follow up.

Partner Practice

Choose ONE person next to you. This is a partner activity, not a table discussion.

If there is an odd number, create one triad.

ROUND 1

Speaker practices the conversation.
Receiver responds realistically, then offers 60 seconds of coaching.

ROUND 2

Switch roles and repeat with a new situation.

Coach for specificity, impact, and ownership.

Practice Debrief



1

What made the feedback easier to hear?

2

Where did the speaker become less specific?

3

Which question created the best conversation?

Your Next Conversation

Before you leave, identify:

- 1 Who needs feedback?
- 2 What behavior will you name?
- 3 Why does it matter?
- 4 When and where will you talk?
- 5 What question will you ask?
- 6 When will you follow up?

Feedback That Changes Behavior

Clear feedback helps people understand what happened, why it matters, and what to do next.

Between now and our next session:

Have one feedback conversation and follow up.

Thank you!