TEMPLATE 5

Constructive Feedback

PURPOSE: *Deliver corrective feedback that is specific, behavior-focused and forward-looking, using the SBI model plus a better approach, a reason it matters, and a follow-up.*

Employee: *Enter name*	**Date:** *MM/DD/YYYY*	**Follow-up date:** *MM/DD/YYYY*

OPENING

"I want to share some feedback about *[situation/behavior]*. My goal is to help you be even more effective."

BUILD THE FEEDBACK (SBI)

Situation	*"In [specific situation]…" Where and when did it happen?*
Behavior	*"I noticed that you [specific observable behavior]…" What did they do or say, without interpretation?*
Impact	*"The impact was [specific consequence]…" What happened as a result?*
Better approach	*"A more effective approach would be [specific alternative behavior]…"*
Why it matters	*"This matters because [connection to their goals/team goals/values]…"*

SUPPORT

How can I help you with this? What do you need?

FOLLOW-UP

"Let's check in on this in *[timeframe]* to see how it's going."

EXAMPLE

"I want to share some feedback about yesterday's team meeting. When Sarah shared her concern about the timeline, you responded by immediately explaining why the deadline can't move. I noticed Sarah disengaged after that, and we didn't get to hear her full concern. The impact was that we may have missed important information about a real risk.

A more effective approach would be to first ask questions to understand the concern fully before responding. Something like: 'Tell me more about what you're seeing with the timeline.'

This matters because as you grow into leadership, your ability to listen and draw out concerns matters more and more. People need to feel heard before they can hear you.

How can I help you develop this? Would it help to practice these situations?”

> **Watch-Out:** Describe the behavior you saw, not the character you inferred. “You interrupted Sarah” can be fixed; “you don’t listen” can only be argued with.