

Feedback prep card

WHEN	HOW LONG	THEN
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WHO IT IS FOR	ABOUT WHICH WORK	DATE
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1 The four sentences

write it before you say it

1. THE SITUATION	WRITE IT HERE
2. WHAT WAS OBSERVABLE	WRITE IT HERE
3. IMPACT ON THE WORK	WRITE IT HERE
4. NEXT ACTION, AS A QUESTION	WRITE IT HERE

2 Check before you go

all four must be true, or this is not a feedback problem

☐ They knew what good looked like. Somebody had shown them, not just described it.

☐ They had the authority to do it correctly.

☐ They had the time and capacity, and could have said if they did not.

☐ Nobody else has made the same mistake. If several have, it is a process problem.

WHAT THE RESEARCH ACTUALLY FOUND

Kluger and DeNisi, 1996: **607 effect sizes across 23,663 observations.**

Over a third of feedback interventions made performance worse.

What separates the two is **where attention goes**: to the task, or to the person.

Close to the work, not close to the review.

Write it before you say it. Writing the observable forces you to notice when all you actually have is an inference. Say the four sentences, then stop talking rather than filling the silence with reassurance.