MANAGER'S TOOLKIT

Prepare a useful feedback conversation

Bring one observation, one question and one agreed next step.

STEPS + EXAMPLE + WORKSHEET

When to use this tool

- **For managers**

  Prepare before a private development conversation.

- **For trainers**

  Use a fictional scenario for paired practice.

- **For peers**

  Ask whether this is a suitable time to discuss the task.

The practical framework

- **Situation**
  Name the specific moment.

- **Behaviour**
  Describe what you observed.

- **Impact**
  Explain the effect without guessing motives.

- **Inquiry**
  Ask for the other person's perspective.

Start with these steps

- **Separate observation from judgment**
  Replace "careless" with what was missing in the work.

- **Prepare an open question**
  Ask "What was happening from your perspective?"

- **Choose the setting**
  Allow time, privacy and space to respond.

Put it into practice

- **Listen before deciding**
  Check whether your information is incomplete.

- **Agree on one action**
  Name the behaviour to try and any support needed.

- **Close with a review**
  Decide when you will look at the next attempt together.

A worked example

- **Illustrative example**

  "In yesterday's handover, the file had no next-action owner."

- **Observed impact**

  "I had to pause the follow-up to clarify who would respond."

- **Question + agreement**

  "What happened?" Agree to add an owner to the next handover.

Your reusable worksheet

Specific situation

Observed behaviour

Impact you can explain

Question + their perspective

Next action + support + review

Your next step

Choose one task.

Use the tool.

Review what happened.

Follow Tibyan for three practical development tools each week.

Original educational worksheet by Tibyan. Examples are illustrative.

Further reading:

CCL: SBI and inquiry about intent