

# **The Art of Constructive Feedback**

90-Minute Virtual Training Module for First-Time Managers

## **I. Introduction (10 minutes)**

- Welcome and trainer introduction
- Session objectives and agenda overview
- Quick poll: 'What's your biggest concern about giving critical feedback?'
- Establishing psychological safety: 'We're all learning together'

## **II. Understanding Feedback Fundamentals (15 minutes)**

Why feedback matters: The developmental and organizational benefits

- Common challenges for new managers
- Fear of damaging relationships
- Concerns about emotional reactions
- Uncertainty about approach

The feedback mindset: Coming from a place of support, not criticism

Interactive element: Brief reflection exercise – 'Recall the most helpful critical feedback you've received. What made it effective?'

## **III. Preparing for Feedback Conversations (15 minutes)**

Timing considerations: When and where to have the conversation

- Mental preparation techniques
- Managing your emotions
- Clarifying your intentions
- Preparing for potential reactions

Documentation best practices

Interactive element: Guided visualization of a successful feedback conversation

## **IV. The SBI Feedback Model (20 minutes)**

- Introduction to the Situation-Behavior-Impact framework
- Situation: Describing the specific context

- Behavior: Focusing on observable actions
- Impact: Explaining the effects of the behavior

Demonstrations of effective vs. ineffective examples

Practice activity: Converting vague criticism into specific SBI statements

Interactive element: Small group breakout rooms to draft SBI statements for common workplace scenarios

## **V. Delivering Feedback Effectively (15 minutes)**

- Communication techniques
- Using a calm, neutral tone
- Employing 'I' statements
- Active listening strategies
- Asking questions to ensure understanding
- Managing emotional responses
- Recognizing defensive reactions
- De-escalation techniques
- When to pause and reschedule

Interactive element: Discussion of challenging feedback scenarios

## **VI. Role-Playing Practice (25 minutes)**

Instructions and setup

- Scenario 1: The Chronically Late Team Member
- Context: A valuable team member has been consistently 10–15 minutes late to team meetings over the past month
- Goal: Address the tardiness without diminishing their contributions
- Key challenge: The employee may not recognize the impact on team dynamics
- Scenario 2: The Quality vs. Deadline Dilemma
- Context: A perfectionist employee consistently misses deadlines while pursuing flawless work
- Goal: Balance appreciation for quality with the importance of timeliness
- Key challenge: The employee believes they're doing what's best for the company

Debrief and group feedback on role-playing experiences

## **VII. Creating Action Plans (15 minutes)**

- Following up after feedback conversations
- Documenting feedback and agreements
- Setting clear expectations for improvement
- Supporting employee development

Interactive element: Participants draft a personal action plan for an upcoming feedback conversation

## **VIII. Conclusion (5 minutes)**

- Key takeaways summary
- Resource sharing: Handouts and follow-up materials
- Q&A; opportunity
- Final reflections: 'One thing I'll do differently after this training...'

## **Supplementary Resources**

- Feedback preparation worksheet
- SBI model reference card
- Difficult conversations checklist
- Follow-up meeting template