

# Confident & Constructive Feedback for New Managers

## Virtual Training Module

Total Time: 90 Minutes

Format: Virtual (e.g., Zoom, Google Meet, MS Teams)

Target Audience: First-time managers, potentially hesitant about delivering constructive feedback.

Goal: To equip new managers with the understanding, mindset, and practical tools (like SBI) to deliver constructive feedback confidently and effectively, fostering growth and trust within their teams.

Educator Role: Empathetic, supportive, encouraging.

## (0–10 mins) Welcome & Setting the Stage: It's Okay to Be Nervous!

Welcome & Introductions (3 mins):

- Warm welcome from the facilitator (you!).
- Brief participant introductions (e.g., name, team, one word describing their feeling about giving feedback).

Why We're Here & Learning Objectives (4 mins):

- Acknowledge the common anxiety around constructive criticism ('You're not alone!').
- Frame feedback as a gift for growth, not punishment.
- State clear objectives:
- Understand the importance of timely, specific feedback.
- Shift mindset from 'criticism' to 'constructive conversation.'
- Learn and practice the SBI model for clear communication.
- Gain confidence in preparing for and initiating feedback discussions.

Creating Our Safe Space (3 mins):

- Ground rules for participation: Respect, active listening, confidentiality, willingness to be vulnerable.
- Emphasize: Mistakes during practice are learning opportunities!

Interactive Element: Quick Poll: 'On a scale of 1 (Avoid at all costs) to 5 (Very comfortable), how do you currently feel about giving constructive feedback?'

## (10–25 mins) The 'Why': Shifting Perspective on Feedback

The Purpose & Benefits (8 mins):

- Why feedback is crucial: Development, performance, clarity, trust.

- The cost of avoiding feedback: Confusion, low morale, underperformance, turnover.
- Analogy: Feedback as a course correction.

Mindset Shift: Coach, Not Critic (7 mins):

- Move from judgment to observation.
- Focus on behavior, not personality.
- Adopt a mindset of care and support.

Interactive Element: Chat Waterfall: 'What's one positive outcome you've experienced from receiving helpful feedback?'

## **(25–45 mins) The 'How': Introducing the SBI Model**

The Challenge: Vague vs. Specific Feedback (5 mins):

- Examples of vague feedback and why it fails.
- Why specificity enables change.

Introducing SBI: Situation-Behavior-Impact (15 mins):

- S - Situation: Define the context (e.g., 'During yesterday's team meeting...')
- B - Behavior: Describe observable behavior objectively (e.g., '...you interrupted others...')
- I - Impact: Explain the impact (e.g., '...team members didn't get to share ideas.')

Provide contrasting examples of poor vs. good feedback.

Interactive Element: Quick Quiz/Poll to identify S, B, and I from a scenario.

## **(45–55 mins) Preparation: Setting Yourself Up for Success**

Before the Conversation (10 mins):

- Gather specific examples.
- Define desired outcomes.
- Choose right time/place.
- Manage your emotions.
- Anticipate responses.

Mini-Activity: Think of a minor feedback situation and apply SBI (no sharing required).

## **(55–80 mins) Practice Makes Progress: Role-Playing with SBI**

Setting Up for Practice (5 mins):

- Role structure: Manager, Employee, Observer.
- Goal: Practice using SBI, not resolve everything.
- Provide brief scenarios.

Role-Playing Session 1 (10 mins):

- Scenario 1: Missed Minor Deadline.
- Situation: Report submitted late without communication.
- Task: Address delay and lack of communication.

Role-Playing Session 2 (10 mins):

- Scenario 2: Dominating Team Meetings.
- Situation: One employee dominates conversation.
- Task: Address behavior and its impact.

Facilitator Support: Observe and support breakout rooms.

Group Debrief (5 mins): Ask what was challenging, surprising, or insightful.

## **(80–90 mins) Wrap-Up & Moving Forward Confidently**

Key Takeaways Recap (5 mins):

- Feedback = Growth.
- SBI Structure.
- Prepare, be specific, show empathy.
- Start small. Practice helps.

Call to Action & Resources (3 mins):

- Identify 1 opportunity to use SBI this week.
- Share SBI handout, articles, HR contacts.

Q&A; and Final Encouragement (2 mins):

- Answer questions.
- End with encouragement: 'You can be a supportive leader. Practice these skills!'