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Feedback Conversation Planner

Plan constructive feedback in five minutes: one moment, what you saw, what it changed, then ask and agree the next step. Facts, not labels.

Situation · Behavior · Impact

FEEDBACK FOR

WHEN AND WHERE

KIND OF FEEDBACK

☐ Keep doing this ☐ Change this

MY OPENING LINE

Short, private and calm. Say why you're raising it.

S — **SITUATION**

One specific time and place. *e.g. "In Tuesday's planning meeting..."*

B — **BEHAVIOR**

What they did or said, as a camera would see it. *e.g. "...the update wasn't sent."*

I — **IMPACT**

What it changed, and for whom. *e.g. "Jo re-planned the week without your numbers."*

ASK: "WHAT'S YOUR VIEW?"

Then listen. Write what you heard.

LEAVE THESE WORDS OUT

Labels start an argument. Swap each for a fact.

~~careless~~ ~~lazy~~ ~~negative~~ ~~attitude~~ ~~always~~ ~~never~~ ~~unprofessional~~ ~~not a team player~~

AGREE THE CHANGE

What good looks like

Starting when

Support I'll give

Check-in date

At the check-in: what changed?

Within 48 hours

Give feedback while both of you still remember the details.

Praise counts too

Use the same steps for "keep doing this". Specific praise tells people what to repeat.

Private first

Hold it in your 1:1 or a quiet room, never in front of the team.

How this was made: I choose and direct every page and use AI tools to help design and write it. I review each one before it's shared. Free for your own use.

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Feedback Planner Example

A filled-in example: constructive feedback about missed updates, planned in five minutes with Situation, Behavior, Impact, then an ask and an agreed change.

Example: a missed update

FEEDBACK FOR
Chris (analyst)

WHEN AND WHERE
Thu 1:1, 10am, my office

KIND OF FEEDBACK
☐ Keep doing this ☑ Change this

MY OPENING LINE
Short, private and calm. Say why you're raising it.

Can we talk about Tuesday's planning meeting? I'd like us to sort it out together.

S — SITUATION
One specific time and place.

Tuesday's planning meeting, and the two Mondays before it.

B — BEHAVIOR
What they did or said, as a camera would see it.

You arrived 20 minutes late, and the weekly update wasn't sent by Monday 5pm (third week in a row).

I — IMPACT
What it changed, and for whom.

The team waited to start, and Jo re-planned the week without your numbers, so two tasks had to move.

ASK: "WHAT'S YOUR VIEW?"
Then listen. Write what you heard.

School run moved to Mondays, so mornings are tight. Our Monday 1:1 runs late and eats the time meant for the update. Didn't want to say.

LEAVE THESE WORDS OUT
Labels start an argument. Swap each for a fact.

~~careless~~ ~~lazy~~ ~~negative~~ ~~attitude~~ ~~always~~ ~~never~~ ~~unprofessional~~ ~~not a team player~~

"unreliable" -> "the update was late 3 Mondays"

AGREE THE CHANGE

What good looks like
Update sent by Monday 5pm. In the planning meeting on time, or a message by 9.

Starting when
Next Monday (Dec 7)

Support I'll give
Move our 1:1 to Tuesday 2pm. Share the update template.

Check-in date
Fri Dec 18

At the check-in: what changed?
Sent on time 2 weeks of 2. Thanked Chris in the 1:1.

Within 48 hours
Give feedback while both of you still remember the details.

Praise counts too
Use the same steps for "keep doing this". Specific praise tells people what to repeat.

Private first
Hold it in your 1:1 or a quiet room, never in front of the team.

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