

Emerging Leaders Program

Session: Feedback

Facilitator Guide

Slide	Facilitator Notes	Timing
Intro Slide	Welcome participants as they join. Introduce yourself and your role, then briefly frame the session: "Today we're focusing on feedback — one of the most important skills for emerging leaders. We'll talk about why it matters, the different types, and a simple framework you can use starting today."	2 min
Icebreaker: "On a scale of 1–5, how would you rate your ability to give good, meaningful feedback?"	Ask this question to the group as an icebreaker. Have participants come off mute or drop their answers in the chat; if presenting virtually, you can set up a live poll. React to the results as they come in — note any patterns (e.g., "Looks like most of us are around a 3 — let's see if we can move that number up today.").	1 min
Today We're Talking About... (learning objectives)	Walk through the three learning objectives: the importance of meaningful feedback, types of feedback, and the SBIR framework for delivering it. Briefly explain what participants will be able to do by the end of the session.	1–2 min
"What do you think are some common fears people have about giving or receiving feedback?"	Ask this question to the group. Possible answers: fear of hurting people's feelings, unsure how to give feedback, not sure what to say, fear of damaging the relationship. Validate that these fears are common and normal.	2 min
"What are some benefits of feedback done well?"	Ask the group. Example answers: growth, builds rapport, improves performance, strengthens trust. Write responses on a whiteboard or shared doc if possible to reference later.	2 min
The Benefits of Effective Feedback (personal/professional growth, productivity, EQ, stronger relationships)	Go over this slide with participants. After reading through the examples, ask if anyone has ideas to add beyond what's listed.	2 min
Why Is It Important? (Gallup stats)	Work through this information using the speaking points below. Speaking points: Employees are hungry for performance feedback from their leaders, managers, and peers. They want insights that advance their abilities and future potential — and more than ever, feedback is pivotal for engagement. Gallup data shows 80% of employees who received meaningful feedback in the past week are fully engaged. • Supports agility: Timely feedback energizes employees and enables real-time performance adjustments that create a competitive edge. • Improves work performance: Employees are 3.6x more likely to strongly agree they're motivated to do outstanding work when their manager gives regular (vs. annual) feedback.	4 min

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	• Retains talent: Employees want purpose-driven work and a manager who acknowledges and accelerates their progress. That doesn't mean all feedback is equal — ensure the feedback you give is effective and appropriate.	
Reinforcing and Redirecting	Explain the difference between reinforcing feedback (positive feedback that encourages people and reinforces what to continue) and redirecting feedback (constructive feedback that identifies a growth opportunity). Redirecting examples: 1. "Instead of using that approach, have you considered trying this method?" 2. "Your idea is interesting, but it might be more effective if we focus on X instead of Y." 3. "I noticed you struggled with this part. Let's review the process together and see where we can make improvements." Reinforcing examples: 1. "Great job completing that task ahead of schedule! Your efficiency is really appreciated." 2. "I love how you approached that problem — your creative thinking really paid off." 3. "Your attention to detail in this report is excellent. It's exactly what we needed." Ask participants to add their own example of each.	3 min
Meaningful Feedback Is... Frequent (section divider)	Transition slide — no additional notes needed. Say: "Let's break down what makes feedback meaningful. First up: frequency."	—
Meaningful Feedback Is Frequent	Effective feedback has an expiration date — it should be a common occurrence. People remember their most recent experiences best, so feedback is most valuable immediately after an action, not saved for 1:1s or performance reviews. Managers should maintain an ongoing dialogue, offering timely, in-the-moment feedback that's inspiring, instructive, and actionable.	2 min
Meaningful Feedback Is... Focused (section divider)	Transition slide — no additional notes needed. Say: "Next, let's talk about what makes feedback focused."	—
Meaningful Feedback Is Focused	The best managers individualize feedback to each person's natural talents and performance needs. Feedback should be relevant to the individual's contributions and the organization's purpose — showing them how their day-to-day work influences the big picture. When feedback is focused, it feels fair and authentic because it reflects what's within the person's control. Clarifying expectations helps people aim their efforts toward the right goals and KPIs.	2 min
Meaningful Feedback Is... Future-Oriented (section divider)	Transition slide — no additional notes needed.	—

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Meaningful Feedback Is Future-Oriented	Bringing up prior mistakes isn't motivating. Managers can inspire growth by emphasizing the current moment and what's ahead — recognizing accomplishments and removing roadblocks for tomorrow. This also aligns feedback with individual and business goals. Discussion questions: "What can we do to get even better?" "How can we prepare for the future?" "What did you learn from this situation?"	3 min
SBIR Framework for Giving Feedback	Walk through the SBIR framework — Situation, Behavior, Impact, Request. Pause after each element to allow questions. Discussion prompts: "Which part of the framework do you think would be easiest to identify?" "Have you heard of this framework before?"	4 min
Redirecting Example	Read the "Not So Good" example aloud and ask a participant to rewrite it using the SBIR framework. Click to reveal the rewritten "Good" example and discuss as a group — what's different, and why does it land better?	3 min
Reinforcing Example	Call on a new participant. Read the "Not So Good" example aloud and ask them to rewrite it using SBIR. Click to reveal the "Good/Great" example and discuss as a group.	3 min
Let's Practice!	Confirm all participants have the activity link (Articulate Rise scenario practice). If virtual, place participants in breakout groups sized to the class; if in person, break into small groups around the room. One person per group needs a laptop. Let groups know they'll have approximately 10 minutes to work through the scenarios practicing redirecting and reinforcing feedback. Bring everyone back together after 10 minutes.	10 min
Activity Recap	Once everyone's back, ask the group to share their experience: what was easy, what was difficult. Encourage at least two groups to share out loud.	5 min
How to Get Better at Giving Feedback	Direct participants back to the activity link to reinforce that they now have this resource. Cover each point on the slide (make feedback routine, include positive feedback, make it relevant to goals, model a feedback culture, build rapport and trust). Add commentary or ask questions as appropriate.	3 min
Conclusion: “How do you see yourself using the things we talked about during this session in your day-to-day role?”	Ask this final question to wrap up the session. Encourage at least 3 people to speak up or write in the chat.	5 min
Thank You!	Thank participants for their engagement and participation. Remind them where to find any follow-up resources (activity link, SBIR reference).	1 min