TOOL

The Feedback Framework

Curated by Simon De Los Rios

WHO IS THIS FOR

This tool is for leaders who avoid giving direct feedback because of the discomfort of saying it out loud.

PAIN

Softening feedback until it does not land, or avoiding the conversation altogether and letting the problem repeat.

SOLVES

Gives you a simple structure that makes direct feedback feel like a normal part of working together, instead of a confrontation.

TOPIC

LEADING A TEAM

READ TIME	TIME REQUIRED	WHAT YOU NEED
2 minutes	15 min to prepare	notebook, pen

Step 1: Separate the behavior from the person

Write down exactly what happened, using specific, observable facts. Not "he does not care," but "he missed the deadline twice this month without flagging it in advance."

– *Am I describing behavior, or am I describing a character judgment?*

Step 2: Name the impact

Write one sentence on what the behavior costs, the team, the client, the deadline, or you.

– *Would this person understand why it matters if I said this sentence out loud?*

Step 3: Decide what you want

Before the conversation, write down what a better version of this looks like going forward.

– *What is the one sentence that says what I want to see next?*

Step 4: Name what you are afraid of

Before you speak, say to yourself what you are worried about.

– *What am I afraid will happen when I say this, and how likely is it?*

– *What does it cost me to wait another month?*

Step 5: Say it early and plainly

Have the conversation within a few days of noticing the issue, not weeks later. Use the card below: lead with the behavior, then the impact, then what you want to see next, in that order. After you speak, ask for their view.

BEHAVIOR *When* _____

_____

IMPACT *It means* _____

_____

WHAT I WANT *Going forward, I would like* _____

_____

THEIR VIEW *I ask: what is your view? They say:* _____

_____

– *What is the version of this feedback I would want to receive, if the situation were reversed?*

BEFORE YOU CLOSE THIS

Book the conversation for the next three days before you close this.

CONTINUE WITH

Solution Ownership, once your team is used to hearing direct feedback, this tool helps you teach them to bring solutions instead of just problems.

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Source: SDLR (original)