

Words to Impact

MASTERING FEEDBACK

Feedback is a manager's *most powerful yet underused* tool. Done right, it gives work meaning, strengthens trust, and drives real performance.

Why Feedback Matters

- Employees are **3.6 times** more motivated to do outstanding work when their manager provides feedback ¹
- **80%** of highly engaged employees receive feedback frequently ²

How can you give feedback?³

Directive

- “You should only highlight key data points and keep detailed figures in the appendix.”

Contingency

- “If you include too much detail in the presentation, the audience will lose track of your message.”

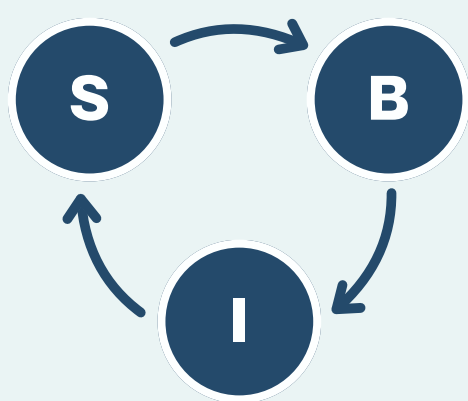
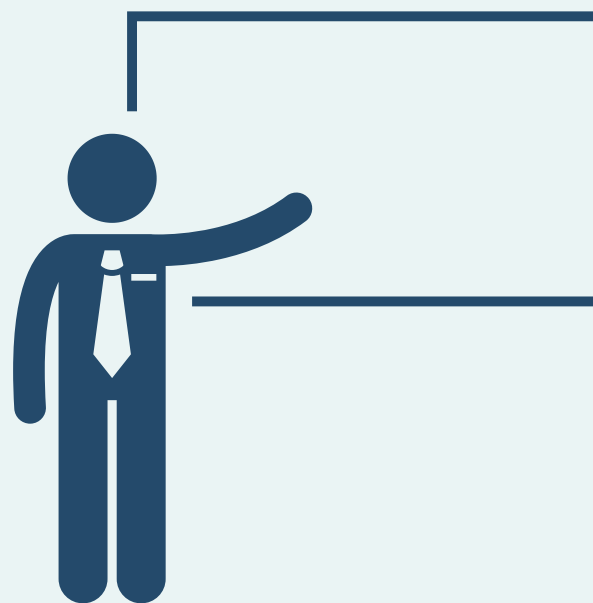
Attribution

- “You’re thorough and detail-oriented, which leads you to share more data than the audience can process at once.”

Impact

- “When the presentation included so many data points, the audience seemed overwhelmed, and I found it harder to follow your main argument.”

A team member shares very detailed data in presentations, which sometimes makes the presentation run long and hard to follow.



The SBI Model³

Situation: Describe the situation - be specific.

Behavior: Describe the behavior - objectively and without blame. “This is what I saw/heard.”

Impact: Describe the impact - your thoughts, others reactions, impact on project or organization.

Giving Feedback Effectively:

- **Keep it frequent, focused, and future-oriented** – make it part of everyday work, not just formal reviews. ²
- **Aim for balance, not disguise** – around 75% positive and 25% constructive; avoid the “feedback sandwich” – employees can see through it. ³
- **Take a coaching mindset** – explain why it matters and the real impact on people, teams, and results. ⁴



References

1. <https://www.gallup.com/workplace/505370/great-manager-important-habit.aspx>
2. <https://www.gallup.com/workplace/357764/fast-feedback-fuels-performance.aspx>
3. <https://www.ccl.org/articles/leading-effectively-articles/review-time-how-to-give-different-types-of-feedback/>
4. <https://hbr.org/2025/01/why-feedback-can-make-work-more-meaningful>
5. <https://hbr.org/2023/06/how-to-give-and-receive-critical-feedback>