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Great leaders and managers aren't born. They learn how to be great.

And organisations rely on great leadership and management teams in order to be successful.

Chances are, you already know this. That's why you're gathering resources: to **launch a leadership and management career with impact.**

Whether you're getting started, finding your feet, or ready to put your hand up for your first leadership or management role, formal training can help fast-track your career.

It can also bolster your confidence.

Swinburne Edge's leadership and management courses are designed to help you go further, faster. **Is this the moment you take charge?**

Get started practicing industry-benchmark supervision skills with this Five-Step Feedback Model, a tool for you to keep and rely on throughout your career.





Feedback

To be an effective **supervisor**, you must be able to give and receive feedback **effectively**. You have an obligation to lead, and feedback is an essential daily tool you need to be comfortable with.

Whilst this should be a given, the truth is most people are not always effective when it comes to the delivery feedback. **Why?** Not enough time, too busy, easier to just do it myself, they won't listen, they won't understand, I'm nervous they'll take it the wrong way, what if they come back at me...

The purpose of feedback is to:

- **share an observation**
- **reinforce something you want done more**
- **reinforce something you want done less**
- **develop and grow your people.**

We've all experienced feedback which hasn't been delivered in the best way. Keep the following rules in mind to ensure your feedback is effective.

4 RULES TO APPLY FOR FEEDBACK



[Video Camera Rule]

People need to be able to picture what you're talking about. Be specific and give examples. Clearly describe actions or behaviours so that the recipient can accurately recall. Give clear examples of what has been done right and what areas need improvement.



[2 minute Rule]

People link feedback to behaviour if delivered promptly. It's more effective to give feedback when an action or behaviour happens or shortly thereafter. You won't always be able to give feedback within 2 minutes of course but make an effort to give all feedback in a timely manner.



[Observation Rule]

What we see needs to be expressed with positive intent. Constructive feedback strengthens working relationships when the overall intent is positive. Are you genuinely trying to help your team member or are you more interested in establishing how much you know about a particular task?

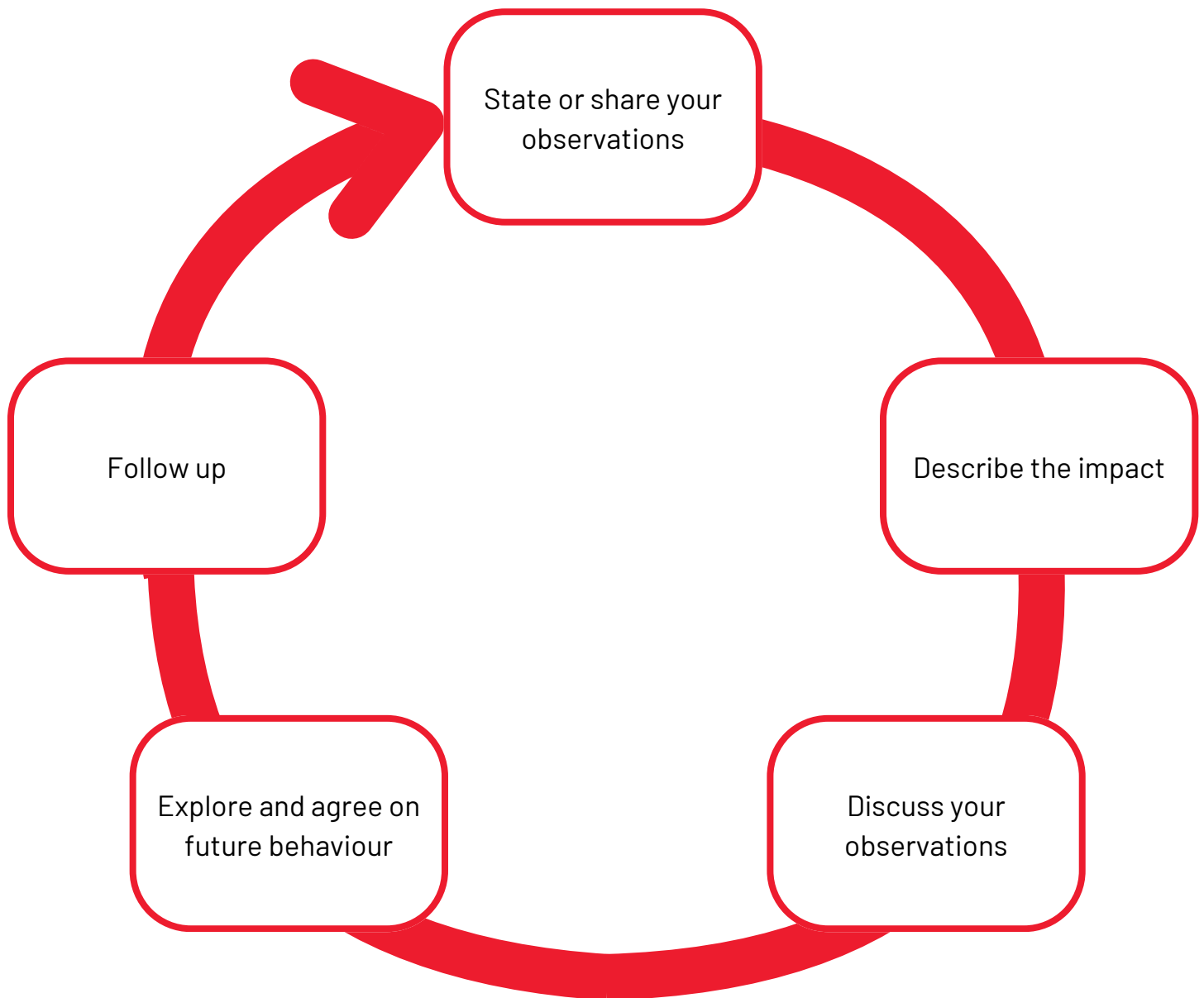


[Truth Rule]

When you tell people the truth, you do people a favour. It takes courage to tell the truth, particularly if you are providing feedback that someone may not wish to hear. Give feedback in a clear, straightforward and sincere manner.

Developmental feedback

Just as structure adds meaning to credible praise, structure will also assist giving developmental feedback. Using a feedback model is a powerful way to ensure that conversations about performance stay on track and deliver a joint commitment to action.



The 5-Step Feedback Model

This model can act as a tool to help supervisors navigate and control feedback conversations.

STEPS	DESCRIPTION
Step 1 Share your observations	- state what you have observed - observations can be either positive or negative - explain how you are feeling about the delivery of the feedback - focus on 'behaviours' not judgements or conclusions.
Step 2 Describe the impact	- describe why this conversation is important - state the impact of the behaviour – this could be either positive or negative - explain who/what has been impacted by the person's behaviour.
Step 3 Discuss your observations	- explore the issue - explore reasons for the behaviour - seek the other person's perspective - be open to considering the issue differently - aim for a 2-way discussion with more time spent listening than talking.
Step 4 Explore and agree on future behaviour	- seek agreement on the need for change - explore possible changes in behaviour - agree on a course of action - seek commitment to the changes.
Step 5 Follow-up	- follow-up to ensure agreed changes are actioned - evaluate results - acknowledge efforts made by both parties - celebrate success.

The 5-Step Feedback Example Statements

The table below provides example statements and questions that can be used at each stage of a feedback conversation.

STEPS	STATEMENTS, QUESTIONS AND KEY POINTS
Setting the scene	I would like to share, my observations/some feedback with you. How do you feel about me giving/offering you feedback? How do you feel about us having/me requesting this conversation? What areas of your work would you like to discuss? What do you hope to get out of this conversation? This discussion might feel a bit awkward/uncomfortable and I believe it's worth having. (frontloading) Would you like me to share my observations/views with you? (frontloading)
Step 1 Share your observations	How do you think/feel you have been going with (task/role)? What are the key issues for you with (task/issue)? From my point of view, I have noticed that ...
Step 2 Describe the impact	From my perspective the impact of your behaviour has been as follows... Your actions have had the following impact on me/the team/the organisation. I have noticed that you... which causes/creates...
Step 3 Discuss your observations	How do my observations fit with your understanding of the situation? What is your understanding of the situation? This is how I feel about this issue. How do you feel about the feedback I have given you? What else do you think we need to assess/consider/discuss to Understand the situation clearly? Is there anything else we should take into account/consideration? Can you understand/see/appreciate my/the customers/your colleague's point of view? If you could do it over again, how would you respond/act? Key Points: <i>Aim to spend more time listening than talking.</i> <i>Spend time exploring the issue(s).</i> <i>Use silence as a means for reflection.</i> <i>Be open to different perspectives.</i>

The 5-Step Feedback Example Statements

The table below provides example statements and questions that can be used at each stage of a feedback conversation.

STEPS	STATEMENTS, QUESTIONS AND KEY POINTS
Step 4 Explore and agree on future behaviour	What do you believe we/you should do to address the situation/go forwards? Where do you see a need to change/improve the way things are done? What should we/you do next? By when? What is the ideal outcome? What is working for you? What do you need/what to change? is what we are agreeing/what I am asking for realistic? Are you prepared to do it? How will you make sure that this (agreed action) happens? How confident/committed are you that what we have agreed will happen? On a scale of one to ten how committed are you to making these changes? What seems to be the main obstacle/your hesitation? If this option/plan does not work out what will you do? (plan B) What help/support do you need from me to make this happen? How will you know when you are there/have achieved the agreed result?
Step 5 Follow-up	How have you been progressing with (issue)? My observation is as follows... The impact of the changes you have made are the following... What has happened since we last spoke (about issue)? What has helped you improve/got in the way of improving the situation? Why do you think this is still an issue? How will (whatever actions have been agreed) work? What are you going to do differently to achieve the results this time? How will we know when you have achieved this action?

The 5-Step Feedback Model

Prepare some developmental feedback you wish to give a team member.
Use the 5-step feedback model to provide the feedback.

STEPS	YOUR NOTES
Set the scene	
Step 1 Share your observations	
Step 2 Describe the impact	
Step 3 Discuss your observations	
Step 4 Explore and agree on future behaviour	
Step 5 Follow-up	



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