



Manager's Guide

Empowering Teams Through Purposeful Feedback

THINKINGFOCUS

Manager's Feedback Guide

WHAT (What happened?)

Describe the observable behaviour – no judgement, no labels.
Ask yourself:

- What specifically did I see or hear?
- When and where did it happen?
- How often have I noticed this?

Am I describing behaviour, or am I slipping into opinion?

SO WHAT (Why does it matter?)

Explain the impact, consequence, or risk.
Ask yourself:

- What effect did this have on the team, task, or outcome?
- How did it come across to others?
- Did it slow progress, affect quality, or undermine trust?

Why is this important for the bigger picture?

NOW WHAT (What's next?)

Offer a constructive way forward.
Ask yourself:

- What behaviour would I like to see instead?
- What's one practical step they can take next time?
- How can I support them to succeed?

How will I follow up to check progress?

- Keep it focused and specific.
- Focus on behaviour, not the person.
- Balance challenge with support.

Always end with encouragement: show you believe they can make the change.

