

Feedback Worksheet

(May be used to prepare delivery of both positive and constructive feedback to employees)

Situation and Goal(s) (when/where; performance goals and supervisory expectations)	Behavior(s) (what was observed)	Impact (on others, results, environment, etc. Gap between expectations and behavior)	Recommendation(s) (suggestions for future behavior: continue, reinforce, change)	Consequences (what the likely impact of recommended behavior will be)

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Trainer Example

Situation and Goal(s) (when/where; performance goals and supervisory expectations)	Behavior(s) (what was observed)	Impact (on others, results, environment, etc. Gap between expectations and behavior)	Recommendation(s) (suggestions for future behavior: continue, reinforce, change)	Consequences (what the likely impact of recommended behavior will be)
<p>Trainer Example: Workforce development goal: creating a positive learning environment which enhances openness, learning and exploration.</p> <p>During a customer service training class supervisor was observing last Tuesday, 6/16</p>	<p>During the class, trainer interrupted a participant who was expressing a concern, telling them abruptly, "We need to move on."</p>	<p>That behavior from an instructor may dissuade others from participating openly and asking questions, which will interfere with their learning.</p>	<p>[NOTE: Best practice is to ask employee for ideas before supervisor offers theirs.]</p> <p>What other options could you use to manage that situation?</p> <p>Offer the following recommendations as needed:</p> <ul style="list-style-type: none"> ✓ Allow the student to finish their thought completely. ✓ Breathe! ✓ Evaluate your options quickly. ✓ If you don't know how to respond, buy yourself time by asking others in class to comment. ✓ IF PRESSED FOR TIME: "That is a very important question. Let's put it on the parking lot to discuss a bit later in class." ✓ Offer to discuss at break or after class. <p>Trainer may need additional facilitation skills training.</p>	<ul style="list-style-type: none"> • Trainer will be more successful at handling important learning moments. • Participants will be comfortable, open. • You gain trust and credibility as an instructor.