

6 Ways For Feedback Mastery

(And how to transform people's careers)



Mike Leber



Harvard's Top 5 for Feedback Mastery

Practice Empathy

Put yourself in your team member's shoes and see things from their perspective.

Prepare Carefully

Plan what you'll say and how to say it.

Be Specific

Use concrete examples of behavior and impact.

Save Time for Inquiry

Guide with powerful questions to understand their viewpoint.

Focus Forward

Move toward future improvements rather than exploring the past.

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1. SBI (Situation-Behavior-Impact)

Situation: Define the event context
- when and where.

Behavior: Describe the exact actions observed, without judgment.

Impact: Explain how their actions affected others or outcomes.

2. Feedforward Model

Past Acknowledgment: Briefly recognize past efforts.

Future Focus: Offer targeted suggestions for future improvement.

Ask Permission: Sense if they want to hear suggestions.

Give ideas: Offer actionable recommendations.

Engage: Get their input and develop an action plan together.

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3. COIN (Context-Observation-Impact-Next Steps)

Context: Set the scene and timing.

Observation: Share specific examples.

Impact: Explain the effects on the team or goals.

Next Steps: Collaborate on a clear action plan.

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4. Radical Candor (Care Personally, Challenge Directly)

Build Relationships: Show genuine care for the person.

Challenge Directly: Address issues with specific examples.

Show care: Demonstrate genuine concern for their success.

Follow Up: Check in regularly to support their progress.

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5. DESC (Describe-Express-Specify-Consequences)

Describe: State the situation objectively.

Express: Share your feelings or concerns.

Specify: Identify the changes you hope to see.

Consequences: Outline positive outcomes of change.

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6. GROW (Goal- Reality-Options- Will)

Goal: Define what they want to achieve.

Reality: Explore the current situation and challenges.

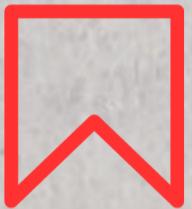
Options: Brainstorm ways to move forward.

Will: Set commitments to action.

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