

Course Title: Constructive Feedback in the Workplace

Target Audience: Managers, Team Leads, People Leaders

Timing: 30-35 minutes

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
Slide 1, Course Introduction	Title: Constructive Feedback in the Workplace Subtitle: Brief course overview	"Welcome to the course, Constructive Feedback in the Workplace. In this module, we'll explore the art of giving effective feedback for improved workplace communication and growth."	Use Articulate Storyline's slide layout with title and content. Insert images using the image placeholder.	Set up slide transition effects Autoplay to Slide 2
Slide 2, Learning Objectives	After completing this module, you will: Define constructive feedback, Distinguish between types of feedback, Identify the benefits of constructive feedback, and Apply best practices for providing constructive	"By the end of this module, you'll be able to define constructive feedback and distinguish between types of feedback, identify the benefits of constructive feedback, and apply best practices for sharing feedback with teammates."	Use bullets for each objective and text boxes for the learning objectives.	Apply entrance animation to the bullet points and learning objectives text Trigger Next on player to next slide

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	feedback in the workplace.			
Slide 3, What is Constructive Feedback? (LO1)	Title: What is Constructive Feedback?	<p>"Constructive feedback is feedback given to individuals by their team leaders to direct skill improvements for a specific action. You can imagine team leaders as gardeners that must practice good growing techniques for various plants, their employees, in a greenhouse—the organization. If the gardener applies good growth techniques for individual plants, all plants will likely experience optimum growth, leading to a successful greenhouse. If gardeners only apply one growth technique to all plants, one type of plant may grow while others wither, leaving a greenhouse with no variety. And, if the gardener applies poor growth techniques, all plants will not grow, and the</p>	<p>Use the following images:</p> <ul style="list-style-type: none"> Image of two businesspeople talking Garden image-can reuse for each metaphor example Gardener image Greenhouse image Green check icon Red X icon Watering can image labeled with individual images of: <ul style="list-style-type: none"> -lettuce -tomatoes -pumpkins Form w/ "Constructive Feedback" written at top Form w/ "Destructive Feedback" written at top 	<p>Start with full screen layout: Fade in two people talking at slide entrance</p> <p>When VO says, "imagine" fade out two people and fade in gardener holding a watering can</p> <p>When VO says, "various" fade in garden</p> <p>When VO says, "greenhouse" fade in greenhouse</p> <p>33/66 slide layout start here:</p> <p>Shrink greenhouse to the top left of the screen as the VO changes to "If the" to fit left 1/3; fade out the gardener with the watering can, and zoom the garden in the 2/3 space</p> <p>At same VO cue, have three watering cans w/ carrots, pumpkins, and lettuce pouring on the garden</p> <p>When VO says, "all plants," fade in the lettuce, tomato, and carrots on the garden surface.</p>

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		<p>greenhouse will be unsuccessful.</p> <p>This metaphor reflects what occurs when team leaders provide individualized, direct, and constructive feedback to their associates as compared to those that provide non-individualized, vague, and destructive feedback to employees.</p> <p>The two main types of feedback we will learn about in this course are constructive and destructive feedback. You will learn about both types of feedback and their impacts next. Click on the Constructive Feedback form now."</p>		<p>When VO says, "successful greenhouse," fade in the green check over the greenhouse</p> <p>Fade out the green check, all plants from the garden, and all but one watering can, the carrots, when the VO says, "If gardeners..."</p> <p>When VO says, "with no" fade in just the carrot on the garden and fade in the red X over the greenhouse slightly ahead of the carrot (+0.25s)</p> <p>Fade out the red check, all carrots from the garden, and all but one watering can with no label, when the VO says, "And, if..."</p> <p>When VO says "will not grow" fade in the red check over the garden and greenhouse. Fade out when VO says, "...to employees."</p> <p>Switch back to full layout:</p> <p>When VO says, "are constructive," fade in the Constructive form on the left</p>

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				<p>When VO says, "and destructive," fade in the Destructive form on the right.</p> <p>When VO says, "impacts next," fade out Destructive form and move the Constructive form on a line to the right so it is in center.</p> <p>When VO says, "Click..." make this form obvious to the user that it is clickable with a highlight or color change (Dev's choice)</p>
<p>Slide 4, Base Layer</p> <p>Types of Feedback (LO2)</p>	<p>Title: Types of Feedback</p>	<p>"Understanding the difference between constructive and destructive feedback is crucial for fostering good morale and professional development. Click on each to learn more."</p> <p>VO after Next unlocked: "You "</p>	<p>Create a branded table. The table header is: "Types of Feedback" and has two columns: -First column is 'Constructive Feedback' -Second is 'Destructive Feedback.'</p> <p>For the Constructive Feedback column: "Timely suggestions", "Sandwich Method", "Be Constructive"</p> <p>For the Destructive feedback column:</p>	<p>Fade in Constructive Feedback text and Destructive Feedback text when they are mentioned into the static table. The constructive feedback examples should fade in whenever they are mentioned. Next, the destructive feedback examples should do the same.</p> <p>Make each text box selectable. Jump to corresponding layer when user clicks each.</p> <p>Lock next button until all 6 texts are clicked, then trigger to Next slide.</p>

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			"Personal Attacks", "Detrimental Comments", "Blaming Language"	
Slide 4, L1	Title: Timely Suggestions	"When you want to give feedback to an employee for an action, you should do so as soon as you can meet in person—the sooner the better. If you wait, both of you could forget key details, making your feedback vague and ineffective. Try to provide feedback within 2-7 days and in person."	Create 2 images and an animation: Image 1: A manager and an employee meet in a private office Image 2: Image of a person holding their head with thought-bubble above containing a question mark Animation 3: Calendar showing 2-7 days range. First frame: Start with 2 days filled in. Animation: Fill in days 3 to 7 Timing: 3 seconds	Fade in image 1 at "you can meet in person." Fade out at "better." Image 2: Fade in at "both of you" and fade out at "ineffective" The animation should fade in at "Try..." Trigger Next on player to Slide 4 base layer
Slide 4, L2	Title: Avoid the "Sandwich"	"The "Sandwich Method" is a positive-negative-positive feedback model. Though a few sources disagree, most experts state that this method should be avoided.	Create the following: -"Positive" in green -"Negative" in red -arrows pointing right	Fade in each word as VO says them so "positive>negative>positive" appears. Wipe arrows in from left to right in between each word after each word is stated. Animate red X

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		<p>Studies show that 55% of workers think the overall feedback was negative while 77% believed it was positive when the Sandwich Method was used. Avoid this by writing a clear and effective feedback plan. Target one specific action with your feedback. Then, include improvement steps for that action. Encourage open dialogue with your employee in your feedback session for their ideas too. A clear, effective feedback plan prevents confusion."</p>	<p>Image of a pie chart from this resource.</p> <p>Image of a tablet in landscape orientation with 33/66 layout. A notetaking app is shown (reference). Put "Feedback Plan" as top title of right screen.</p> <p>For left column: Show 3 people listed from top to bottom and indicated by distinct colors. The top user needs "Feedback Meeting 11:30" as the note; 2nd person is "Webinar 1 PM"; and 3rd is "Project Update".</p> <p>For right column: Notes title: "Target: Constructive Feedback." Notes subtitle: "Improvement Steps:" Notes: Encourage open dialogue Collaborate for ideas Form concise and effective plan</p>	<p>over all words when VO says "avoided"</p> <p>Fade in pie chart at "Studies show..." Create "55%" and "77%" text boxes to fade in as each number stated. Fade out all at "was used."</p> <p>Fade in image in as "Target a..." is said in VO justified left under "Feedback Plan" title on tablet</p> <p>Fade in "Improvement Steps:" as VO says "include improvement steps"</p> <p>Fade each sequentially below the title as they are read in the VO</p> <p>Trigger Next on player to Slide 4 base layer</p>

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Slide 4, L3	Title: Be Constructive	"Feedback is not constructive if it doesn't support improvement or growth. Think over your words and use a light tone when giving feedback. Maintain open dialogue by using "I" statements when sharing opinions to focus feedback on the situation, not the person. You can keep feedback sessions productive and collaborative by actively listening to employees' insights and supporting their goals."	<p>Create the following:</p> <p>Image: A person with two thought bubbles with "Yes" at top of left bubble; "No" at top of right bubble.</p> <p>Text boxes:</p> <p>Text1: Light tone Text2: Serious tone Text3: "I" statements Text4: "You" statements Text5: Collaborate and listen Text6: Talk and ignore</p> <p>Designer's discretion: Please add more stylization between Yes and No as you deem fit (i.e., bold, italic green "Yes" and normal red "No")</p>	<p>Fade in both Text1 and 2 when VO says "Think..." with 2 fading slightly ahead of 1 Fade out both at VO "...feedback."</p> <p>Fade in both Text3 and 4 at VO "You" with 4 fading slightly ahead of 3 at "I." Fade out when VO says "not the person"</p> <p>Fade in both Text5 and 6 when VO says "Talk..." with 6 fading slightly ahead of 5 when VO says "collaborative"</p> <p>Trigger Next on player to Slide 4 base layer</p>
Slide 4, L4	Title: Personal attacks	"Angry insults and blame are destructive to team cohesion and feedback sharing and shut down a	<p>Use images:</p> <p>Image 1: Image of a "mean" person yelling at</p>	<p>Fade in Image 1 with slide entrance. Fade out when VO says, "culture at worst."</p>

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		<p>targeted individual's confidence. This hinders accomplishing team goals at best and harms a business's culture at worst. Review your feedback and plan to make sure it avoids attacking language with focus to the action, not the person."</p>	<p>a person sitting at a desk.</p> <p>Image 2: Image of "nice" person talking to a person sitting at a desk.</p>	<p>Fade in Image 2 when VO says "Review...".</p> <p>Trigger Next on player to Slide 4 base layer</p>
<p>Slide 4, L5</p>	<p>Title: Detrimental Comments</p>	<p>"Detrimental comments are identified as harmful, unsupportive, and vague statements devoid of value to the receiver. Carefully review your feedback plan for negative words, like "waste" or "struggle" that could be misconstrued and remove them. Clarify any ambiguous feedback with specific examples for improvements to avoid any misinterpretations."</p>	<p>Create the following:</p> <p>Text boxes: "harmful" "unsupportive" "vague" "was a waste of time" "really struggle with" "You need to communicate better." "Your performance was subpar." "Specifying examples in emails will improve communicating ideas." "The missed deadline on the data project affected delivery."</p> <p>Use tablet image from Slide 4, L2:</p>	<p>Wipe in text boxes "harmful," "unsupportive," and "vague" from bottom as the VO says them. Left justified on slide. Fade out at "receiver"</p> <p>Fade in image 1 with "Carefully"</p> <p>Wipe in from left: "was a waste of time" when "waste" said in VO "really struggle with" when "struggle" said in VO</p> <p>Animate two lines that wipe from left to right across "waste" and "struggle" at the same time. Animated line needs to start at finish at "remove them." Fade all out at "them."</p>

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			<p>Image 1: Tablet with "Feedback Plan" with same person as before selected on left column.</p>	<p>Fade in the ambiguous first two when VO says "Clarify" . Fade out as VO says "specific "</p> <p>Fade in specific two when VO says "specific". Try to blend the ambiguous fade out and specific fade in to in the transition.</p> <p>Trigger Next on player to Slide 4 base layer</p>
Slide 4, L6	Title: Blaming Language	<p>"Assigning fault to a person or criticizing their character describes blaming language. Singling out an employee can erode trust in that person's work and team cohesion. Be proactive and wait a day to give a person constructive feedback if you do not feel prepared or in the right mindset. Take this time to readjust any blaming language in your feedback plan to specific actions and not personal attributes."</p>	<p>Depict these images and animation (mp4):</p> <p>Image 1: Italic text saying, "It's all your fault!" Show an arrow at the end of the text pointing in the right-diagonal direction. -Text color is designer's discretion but needs to be different than Image 3</p> <p>Animation 1: First frame: Five featureless, 3D stick figures standing in a circle in a pentagonal arrangement. Make characters all one color</p>	<p>Pause Animation 1 at start. Should be on the slide at start of timeline.</p> <p>Image 1 zooms in from off-slide left to right. Point arrow at far left person. Fade out at "Singling..."</p> <p>Resume Animation 1 when VO says "Singling..." Be sure person turns red at this VO. Fade out at "Be proactive"</p> <p>Fade in Animation 2 at VO "Be proactive." Media plays at fade in. Fade out when VO says, "Take this time"</p> <p>Fade in Animation 3 when VO says, "Take this time." Pause media at start.</p>

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			<p>to start (not red). Motion start: The character on the far left of the circle fades into red (#FF0000) and animates to the left. The circle of 4 animates to the right forming a space between them. A vertical zigzag animates from top to bottom between the people. -Timing: 5.2-5.3 sec</p> <p>Animation 2: Starts with non-realistic calendar image. A day in the center has a green circle around it and is labeled "Today" where the date would be. "1:1 – Feedback" is scheduled in it. Green circle fades as view zooms in on "Today" keeping days around it visible. "1:1 – Feedback" animates to the right and stops in the next day. Red X appears over "Today" day, and green circle appears</p>	<p>Fade in Animation 4 in front of Animation 3 when VO says "time" and play at entrance. Fade out Animation 4 when VO says "your." As Animation 4 is fading out, resume Animation 3 and play to end.</p> <p>Trigger Next on player to Slide 4 base layer</p>

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			<p>over next day. -Timing: 7.1-7.4 sec</p> <p>Animation 3: Reverse Animation 1, 2x speed -Timing: 2.5-2.6 sec</p> <p>Animation 4: First frame: Image 1 without the arrow and 2x its text size; keep color. Motion start: First frame text transforms into new bold, different color text saying, "How can we resolve this issue together?" Match text size to first frame text. -New image text color is designer's discretion but needs to be different than Image 1 -Timing: <1 sec</p>	
<p>Slide 5, Base Layer</p> <p>Best Practices: Constructive Feedback</p>	<p>Title: Best Practices: Constructive Feedback</p>	<p>"Explore the best practices for effective constructive criticism. Click on each practice to learn more."</p> <p>VO after Next unlocked: Good work! You have learned the difference</p>	<p>Use a timeline design that spans vertically on the left side of the slide.</p> <p>1, 2, 3, 4, 5, 6 clickables with numbers or visuals can be shown (designer's discretion).</p>	<p>Each icon should be clickable to pop open a layer. Add sequential fade animation to icons in order, 1 - 6.</p> <p>Each clickable should open into a</p>

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(LO3)		between constructive and destructive feedback. In this section, we are going to go over the best steps to take for providing constructive feedback."		layer. Lock next button until all 6 buttons are clicked, then trigger to Next slide.
Slide 5, L1	- Prepare	"First, you should prepare your employee for feedback. Avoid catching them off guard by messaging or emailing them and asking if they are okay with discussing the situation or issue."	Computer on desk with message or email on it. Email/message says, "Are you ready for feedback next week on X Day, XX:XX PM?" Response Yes! from other person's message/email Prompt for timeline step 2	Fade in computer image. Fade in message/email Fade in response Fade in prompt to step 2 Trigger prompt to next step
Slide 5, L2	- Schedule	Schedule a one-on-one meeting. Be sure to plan this meeting well in advance, or about 2 to 7 days ahead. Send a calendar invite including a clear explanation of the meeting's purpose in the invitation.	Need 3 images: Calendar image with 2-7 days after Slide 5, L1 email/message dates highlighted red. Calendar invite image with "1:1 Meeting for	At start of layer VO, fade out previous Slide 5, L1 image. Fade in Calendar. Fade red highlight in over 2-7 days. Animate the highlight to shrink to the day in the middle. Pop in Calendar invite when VO says "Send a..."

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			<p>Project Feedback: Content accuracy"</p> <p>Prompt for timeline step 3</p>	<p>Fade in "1:1 Meeting for Project Feedback: Content accuracy" text on invite</p> <p>Fade in prompt for step 3</p> <p>Trigger prompt to next step</p>
Slide 5, L3	- Start Positively	"Once the feedback meeting begins, set a positive tone by starting on a positive note. Highlighting something the employee is doing well. Clearly state that you want to support them in growing and developing this type of skill."	<p>Need 4 images:</p> <p>Static image of two people engaged in conversation, one person listening attentively to the other.</p> <p>Thought bubble with green + over manager's head</p> <p>Image of thumbs up</p> <p>Thought bubble with smiley face over employee's head</p> <p>Prompt for timeline step 4</p>	<p>Fade in static image at slide entrance</p> <p>Thought bubble + needs to fade in when VO says "Highlighting..." over manager's head</p> <p>Thought bubble smiley needs to fade in when VO says "employees is" over employee's head</p> <p>Fade out employee bubble when VO says "Clearly..."</p> <p>Fade in thought bubble with thumbs up over manager's head when VO says "to support"</p> <p>Fade in prompt to step 4 at skill</p> <p>Trigger prompt to next step</p>
Slide 5, L4	- Share Feedback	"Be direct using specific examples and actionable feedback to explain why an action is hurting their performance. Try to give	<p>Need images:</p> <p>Static image of another set of people.</p>	<p>Fade in image</p> <p>Wipe form up from bottom with Action":" on it. Put motion on 3 "Improvements" moving in next to</p>

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		<p>them just one action to evolve so they know where to start improvements. Frame your feedback in a growth context and only address actions not personal traits."</p>	<p>Form with "Action:" at top and 1. 2. 3. Listed vertically under with "Improvements" next to each number</p> <p>Prompt for timeline step 5</p>	<p>the 1., 2., 3. Wipe all down when VO says, "Frame..."</p> <p>Fade in prompt to step 5</p> <p>Trigger prompt to next step</p>
Slide 5, L5	- Discuss Solutions	<p>Once you've given your feedback, let your employee respond to see their perspective. Collaborate with them and include their insights on a plan to address areas for improvement. Express support for their goals and offer ongoing assistance for their skill growth.</p>	<p>Create the following images and animation:</p> <p>Static image of two people at a table. (Use same in L6)</p> <p>Bubble off of employee with lightbulb</p> <p>Form with "Goals" at top margin and "Improvements" middle margin</p> <p>Two people's hands clasped in unity</p> <p>Animation: Line squiggles forming under goals and improvements</p> <p>Prompt for timeline step 6</p>	<p>Fade in static image at slide entrance</p> <p>Show bubble coming off of employee head and stagger-fade lightbulb in when VO says, "employee"</p> <p>Fade out bubble and wipe up from bottom form with Goals at top, Improvements at middle of form</p> <p>Place animation squiggles below Goals and Improvements and let them autoplay once before stopping media.</p> <p>Wipe down Form and words when VO says "Express..."</p> <p>Fade in hands image over center of static image when VO says, "Express support..."</p> <p>Fade out at "...growth."</p>

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				<p>Fade in prompt to step 6</p> <p>Trigger prompt to next step</p>
Slide 5, L6	-Two-Way Communication	<p>Once you have completed a teammate's feedback, create an open dialogue flow, and encourage them to share insights and feedback on your performance, team workflows, and improvements you can make to best foster employee growth.</p> <p>Once Next is Unlocked: Now that you know best practices for providing constructive feedback, let's look at the benefits of constructive feedback to individuals, teams, and organizations.</p>	<p>Use these image for each VO blurb:</p> <p>Static image of two people at a table. (Use image in L5)</p> <p>Icon of two arrows in a circular motion</p> <p>Icon of graph going up</p> <p>Icon of a workflow</p> <p>Icon of plant growing man</p>	<p>Fade in static image at slide entrance</p> <p>Fade out static image when VO says, "...feedback"</p> <p>Fade in two arrows icon when VO says, "Create an..."</p> <p>Fade in icons in a triangular shape around two arrow icon with top point being graph icon, then workflow icon in bottom left, and plant man icon bottom right</p> <p>Fade in graph icon when VO says, "performance"</p> <p>Fade in workflow icon when VO says, "team workflows"</p> <p>Fade in plant growing icon when VO says, "foster employee growth"</p> <p>*May want indicator that Next is unlocked like an arrow (Des/Dev discretion)</p>


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Slide 6, Benefits of Constructive Feedback (LO4)	Title: Benefits of Constructive Feedback	"A constructive feedback culture fosters growth in individuals and teams, driving organizational success. Let's explore how feedback benefits each entity."	Use these icons or graphics to symbolize each benefit in a triangular format: Self-Improvement: - Icon: Person with a thought bubble above their head. Collaboration: - Icon: Circle of people holding hands Achievement of Goals: -Icon: Trophy	Each icon should be clickable. When clicked, the icon should change to the image. VO relevant to the icon/image should play upon click as well. Disable Next on player until all icons are clicked.
Slide 6, L1	Title: Employees	For Employees: "Constructive feedback empowers employees by motivating self-improvement and their ongoing skill development. Feedback orients employees in the direction of enhancing and building on existing skills while feeling supported in pursuing their new goals.	- Image: Person excited or person with certificate in workplace	Fade in image upon icon click Pop closed when clicks next Trigger Next back to base layer

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		When employees feel valued and invested in, they are more engaged within team increase productivity for the organization."		
Slide 6, L2	Title: Teams	<p>For Teams:</p> <p>"Within teams, constructive feedback boosts morale and productivity. It cultivates a cohesive team culture and accelerates the group's skill development, as teammates feel confident and safe in sharing their learning successes and challenges with one another. This results in a diversely skilled and effective team."</p>	-Image: Two people shaking hands or looking over something like they are learning together (designer's discretion)	<p>Fade in image upon icon click</p> <p>Pop closed when clicks next</p> <p>Trigger Next back to base layer</p>
Slide 6, L3	Title: Organizations	<p>For Organizations:</p> <p>"At the organizational level, constructive feedback has far-reaching benefits. It positively impacts metrics such as retention, morale, and company culture. As individuals and teams skill-build, productivity increases. This enables an</p>	-Image: Teams of colleagues celebrating at a conference	<p>Fade in image upon icon click</p> <p>Pop closed when clicks next</p> <p>Trigger Next back to base layer</p>

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		organization to direct more complex skills at needs that achieve higher goals.		
Slide 7, Practice: Scenario	Title: Practice Scenario Scenario depicting a typical workplace situation requiring constructive feedback	"As part of the constructive feedback process, you need to provide feedback that supports their growth. Let's practice delivering constructive feedback effectively. Imagine you're preparing for a feedback meeting with your colleague, Alex."	Insert a background image relevant to the scenario. Use text boxes to present the scenario. Include a "Next" button to proceed	See Visual Notes – Motion will be back-and-forth dialogue with static avatars talking to each other. "Next" button is only create-and-trigger to next slide. See end of document, Scene 7, Practice: Scenario
Slide 8, Practice: Feedback Review	Title: Practice: Feedback Review Learner provides constructive feedback based on Practice Scenario	"You've shared your insights on the team member's actions. Now, let's review your feedback and see how it aligns with constructive criticism best practices. Click to get started."	Use all assets introducing beginning of slide 7 Folder with "Alex's Feedback" at top Use same text boxes from slide 7 for learner's answers Next button to continue	
Slide 9, Best Practices: Constructive	Best Practices: Constructive Feedback Model	"Here's an example of feedback that follows constructive principles. Let's	Use a different character/avatar for giving the model feedback. Display	See Course Content Plan

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Feedback Model		analyze the components that make it effective."	feedback text using a text box. Include a "Next" button to move forward See Course Content Plan	
Slide 10, Summary	<p>You have now finished the "Constructive Feedback in the Workplace" training content.</p> <p>You should now be able to:</p> <p>Define constructive feedback,</p> <p>Distinguish between constructive and destructive feedback,</p> <p>Identify the benefits of constructive feedback,</p> <p>Apply best practices when sharing constructive feedback in the workplace.</p>	<p>"You have now finished the "Constructive Feedback in the Workplace" training content.</p> <p>You should now be able to:</p> <p>Define constructive feedback,</p> <p>Distinguish between constructive and destructive feedback,</p> <p>Identify the benefits of constructive feedback,</p> <p>Apply best practices when sharing constructive feedback in the workplace.</p> <p>By understanding and applying the best practices from this course, you will facilitate your own team environment strong in rapport, cohesion, and trust</p>	<p>Use a text boxes for each objective</p> <p>Green checkmarks for each objective</p> <p>Animation: Use the reference image as the basis:</p> <p>Team working at table with thought bubbles coming off each teammates' head into one collective thought bubble where lightbulb appears</p> <p>Have three associates at the table sitting around the one centered individual representing the manager.</p> <p>When the VO reads, "rapport," "cohesion," and "trust," these words</p>	<p>Enter each objective as they are read in the VO and place a green checkmark at the end of each's VO</p> <p>Fade out all on screen when VO says, "By understanding...."</p> <p>Enter the animation at "By understanding..."</p> <p>Fade out animation when VO says, "Now, let's..."</p>

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		<p>that directs each individual, including yourself, to the self-improvements needed for their own skill growth. You can inspire confidence within your team for sharing new knowledge in an open dialogue and critique within a healthy feedback-driven environment.</p> <p>Now, let's move onto the quiz assessment to test your understanding of the concepts explored in this course."</p>	<p>pop up under the associate figures. As each word pops up have the small thought bubbles begin appearing off the associates' heads into one collective thought bubble above the manager figure's head. When the VO says, "including yourself" have the manager have little thought bubbles reach up to the collective bubble and the lightbulb icon pop in. When the VO says, "for sharing" have the one collective bubble with a lightbulb separate to form three thought bubbles with a lightbulb over the associates heads to show the collective to individual sharing of the lightbulb thought.</p>	
<p>Quiz Assessment (XX multiple choice, XX scenario-based)</p>				

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
Slide 11, Quiz Assessment	<p>Quiz Assessment Introduction: Multiple-choice and scenario-based questions</p> <p>Select Next to start when you are ready!</p>	<p>"Let's test your understanding with a quiz that covers the key concepts we've explored throughout the course."</p>	<p>Create quiz questions using 2 multiple choice and 1 scenario-based questions. Feedbacks should appear in layers with popup boxes saying the following for correct or incorrect: Correct Feedback should say 'Correct!'. Incorrect Feedback should say, 'I'm sorry, that's not quite it.' Include a 'Submit' button to complete the quiz.</p>	
 Question 1 Multiple Choice	<p>Constructive feedback is defined as feedback given to individuals to:</p> <p>a) praise their performance</p> <p>b) direct skill improvements for a specific action</p> <p>c) criticize their abilities if they are poorly executed</p> <p>d) to discourage individual and team</p>		<p>Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p>Correct answer feedback should read "Correct!":</p> <p>b) Feedback given to individuals to direct skill improvements for a specific action.</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	complaints about tasks			
<p data-bbox="201 1214 344 1240">Question 2</p> <p data-bbox="201 1273 302 1338">Multiple Choice</p>	<p data-bbox="388 375 718 764">The "Sandwich Method" describes when feedback begins with a positive statement, followed by a negative statement, then ends with another positive statement. The Sandwich Method is considered _____ feedback because it _____.</p> <p data-bbox="388 797 718 927">a) constructive; creates open dialogue for the recipient to discuss actionable improvements</p> <p data-bbox="388 959 718 1122">b) constructive; focuses on praising the recipient's actions without any blaming language or attacks</p> <p data-bbox="388 1154 718 1333">c) destructive; causes confusion in recipients by not clearly and directly targeting one specific action</p>		<p data-bbox="1110 537 1377 667">Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p data-bbox="1110 699 1440 1268">Correct Answer: c) The "Sandwich Method" describes when feedback begins with a positive statement, followed by a negative statement, then ends with another positive statement. The Sandwich Method is considered destructive feedback because it causes confusion in recipients by not clearly and directly targeting one specific action.</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>d) destructive; relies on using blaming and attacking language in between two positive feedbacks</p>			
<p>Question 3 Multiple Choice</p>	<p>In which case would delaying a feedback session with an associate be considered constructive?</p> <p>a) When a team leader is not in the right mindset or needs to adjust their language in their feedback plan.</p> <p>b) When the team leader wants their employee to feel anxiety to ensure they do not make a similar mistake again.</p> <p>c) When the team leader believes that delaying feedback will make the employee feel unimportant and defensive.</p>		<p>Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p>Correct Answer: a) When a team leader is not in the right mindset or needs to adjust their language in their feedback plan.</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>d) Never, the team leader should always give feedback ASAP so their employee and them do not forget any details.</p>			
<p>Question 4 Scenario</p>	<p>Eduardo is out until later that afternoon while their team is meeting with a client that morning. When Eduardo comes into work, they check their emails and see one from the client and several from associates all explaining that one colleague, Andrei, repeatedly interrupted them and the client, frequently dominating the conversation in the morning meeting. Last week, Eduardo praised Andrei to the client and gave them high marks on their performance evaluation for excellent collaboration skills. Eduardo is really angry with Andrei for their</p>		<p>Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p>Correct Answer: c) Wait a day to get in the right mindset and prepare constructive feedback for Andrei without blaming language or personal attacks.</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>contradictory behavior this morning. Based on this information, what is the best action for Eduardo to take?</p> <p>A) Immediately confront Andrei at his desk and loudly discipline him so the team and other managers can hear you.</p> <p>b) Send an angry email to Andrei, CC the team and client, calling out their unacceptable behavior, and threaten to remove them from the project.</p> <p>c) Wait a day to get in the right mindset and prepare constructive feedback for Andrei without blaming language or personal attacks.</p> <p>d) Ignore the situation and make a note on Andrei's performance record that this was likely a one-time issue.</p>			

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
<p data-bbox="195 987 344 1114">Question 5 Multiple Choice</p>	<p data-bbox="380 708 705 1114">Which of the following is NOT a benefit of constructive feedback? a) Higher retention rates b) Lower employee morale c) Improved company culture d) Increased productivity</p>		<p data-bbox="1104 337 1430 1114">Text boxes with Question, answer choices, correct, and incorrect feedbacks Correct answer is b) Lower employee morale. Constructive feedback boosts employee morale at the team by strengthening team cohesion and collaborative learning to accelerate team skill growth. The benefits are also felt at the organization level as teammates work confidently together with shared skill increases to achieve higher organizational goals.</p>	
<p data-bbox="195 1273 344 1399">Question 6 Multiple Choice</p>	<p data-bbox="380 1201 705 1399">How does constructive feedback benefit employees? a) It increases company profits.</p>		<p data-bbox="1104 1149 1430 1416">Text boxes with Question, answer choices, correct, and incorrect feedbacks Team leaders use feedback to provide employees with a clear</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>b) It motivates self-improvement.</p> <p>c) It creates a cohesive team culture.</p> <p>d) It boosts morale and productivity.</p>		<p>direction for skill enhancement and personal growth. Employees feel empowered to make self-improvements and pursue more ambitious goals when their leadership invests in their careers and growth to achieve their increasingly higher professional goals.</p>	
<p>Question 7 Scenario</p>	<p>Manager Sarah provided constructive feedback to her team, offering specific, actionable suggestions for improvement after each iteration of a 6-month project. Her continuous direction guided her team toward individual self-improvement, leading to a significant increase in team engagement and collaboration. As team morale increased, Sarah's team began sharing new knowledge and skills with each other,</p>		<p>Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p>Correct Answer: b) Increased productivity</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>accelerating team skill development to achieve much higher organizational goals than before. Sarah's team and its individuals continued to skill-build, enabling the organization to utilize her team's more complex skills to attain much higher corporate goals than before.</p> <p>Sarah has noticed the positive impact on organizational and team morale and the higher level of engagement within her team. Based on this information, what benefit has most likely increased across employee, team, and organizational levels in this scenario?</p> <p>a) Decreased turnover rates.</p> <p>b) Increased productivity.</p>			

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>c) Increased cost/hire.</p> <p>d) Decreased team morale.</p>			
<p>Question 8</p> <p>Multiple Choice</p>	<p>Constructive feedback best practices explain that team leaders should foster open dialogue in their feedback sessions between themselves and their employees. What is the specific reason for encouraging open dialogue?</p> <p>a) Team leaders should foster open dialogue so they can listen to employee's grievances about their teammates, colleagues on other teams, or clients, so the leader can ensure the parties in are not assigned to projects where they would have to work directly with one another.</p>		<p>Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p>Correct Answer: d) Team leaders should encourage open dialogue so they can hear the insights and feedback their teammates have into their leader's performance, how team operations are carried out, and other improvements that could be made to foster team and leadership skill development.</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>b) Team leaders should facilitate open dialogue to learn what skills and improvements each of their employees are developing and share these details with other teammates to build a culture of competition, motivating employees to outperform each other to increase productivity in each role.</p> <p>c) Team leaders should promote open dialogue to maintain an appearance of approachability and transparency so they can appear as though they are obtaining insights from their teammates and implementing the feedback for their own improvement but use it to their personal advantage.</p> <p>d) Team leaders should encourage open dialogue so they can hear the insights and feedback their</p>			

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>teammates have into their leader's performance, how team operations are carried out, and other improvements that could be made to foster team and leadership skill development.</p>			
<p>Question 9 Multiple Choice</p>	<p>Once your feedback session begins with your team member, you should start by:</p> <p>a) utilizing the positive-negative-positive feedback method to soften the blows to their confidence they experience from hearing negative remarks about their performance.</p> <p>b) questioning the employee immediately as to which skill they believe is most deficient, then composing their response in a team email for colleagues to send in</p>		<p>Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p>Correct Answer: c) setting the feedback meeting with a positive tone by highlighting a task or action the employee is doing well and clearly stating your support for them improving and developing this skills.</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>any additional improvements.</p> <p>c) setting the feedback meeting with a positive tone by highlighting a task or action the employee is doing well and clearly stating your support for them improving and developing this skills.</p> <p>d) handing the employee a written feedback plan with a list of skill improvements for them to research back at their desk to prevent them from getting defensive over any negative feedback you may share.</p> <p>Correct Answer: c) setting the feedback meeting with a positive tone by highlighting a task or action the employee is doing well and clearly stating your support for them</p>			

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	improving and developing this skills.			
<p data-bbox="201 1295 359 1382">Question 10 Scenario</p>	<p data-bbox="388 375 718 946">A client sends team leader Raj some feedback addressing their employee's Sven communication skills. The client repeatedly needs Sven to clarify what their project progress is in their email updates, leading to confusion for the client's team. Based on constructive feedback best practices, what steps should Raj follow to initiate a feedback meeting with Sven?</p> <p data-bbox="388 976 718 1401">a) First, Raj should prepare Sven by messaging them to ask if they are comfortable meeting to discuss the client's feedback over the communication issues. Once Sven agrees, Raj should schedule a 1:1 meeting over the next week, sending a calendar</p>		<p data-bbox="1110 623 1377 756">Text boxes with Question, answer choices, correct, and incorrect feedbacks</p> <p data-bbox="1110 786 1436 1325">Correct answer is a) First, Raj should prepare Sven by messaging them to ask if they are comfortable meeting to discuss the client's feedback over the communication issues. Once Sven agrees, Raj should schedule a 1:1 meeting over the next 2-7 days, sending a calendar invite clearly stating the purpose of the meeting.</p>	

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>invite clearly stating the purpose of the meeting.</p> <p>b) Raj should schedule a 1:1 meeting with Sven for next week and send a calendar invite stating the purpose of the meeting is to review the client's feedback about the communication issues. When Sven arrives for the meeting, Raj should begin the meeting by asking Sven for his perspective on solutions to these issues.</p> <p>c) Raj should message Sven and encourage them to share their insights on Raj's performance and team workflows that will optimally foster Sven and his teammates' growth. Once Sven shares their insights, Raj should share all of the client's feedback in an email invite with specific examples and actionable</p>			

Slide #, Title	On Screen Text (OST)	Narration/VO	Visual Notes	Programming Notes
	<p>feedback for Sven's self-improvement and growth.</p> <p>d) Raj should start with a message to Sven setting a positive tone and highlighting what they are doing well. Once Sven responds, Raj should ask if Sven is comfortable meeting to discuss the client's feedback over the communication issues.</p>			

Slide 7, Practice Scenario

Slide 7, Practice: Scenario

OST: Scenario Prompt: Constructive Feedback Preparation

Visual Notes 1: When the slide appears, an image of a desk should be at the bottom of the slide, as if the team leader (learner) is sitting at it. There should be an image of a folder with the title "Project Feedback" sitting on the desk.

Q1 Narration/VO: Imagine that you are a team leader of a business team. You have just wrapped up a major project. You would like to offer feedback on your team members' actions on the project. Your team has not yet been informed about a feedback session. What should you do to prepare your team for project feedback?

Multiple-Choice Question 1:

A. Send a team email asking each team member if they are okay to meet for project feedback next week. Once they confirm, send an email with the subject "1:1 Meeting for Feedback" to each associate and let them schedule when they want to meet next week. (Correct - This is constructive feedback. This matches "Timely suggestions" from slide 4. Slide 5 Best Practices, "Prepare" and "Schedule")

B. Send a team calendar invite with the subject "Team Meeting for Feedback" to schedule a day where you meet with the whole team. Then, send a Team email warning them "If you are worried, you caused this yourself." (Incorrect - Destructive feedback. This is "Blaming language" from Slide 4.)

C. Send an email letting the team know there are feedback meetings next week. Let them know you will just call in those with poor feedback at any time next week. Go to the desks of your top performers and tell them they don't need to come talk to you. (Incorrect - Destructive feedback. This is "Personal Attacks" and "Detrimental Comments" from Slide 4.)

Q2 Narration/VO (Continued):

It is the Monday that team feedback sessions start. You are preparing a feedback session for one of your associates, Alex. When you are ready, click the feedback folder to start Alex's feedback.

Visual Notes 2: When the VO states, "When you are ready...", insert a red highlight box around the "Project Feedback" folder on the desk.

Programming Notes: When the user clicks the red highlight, the first question will come up.

Narration/VO (Continued):

Team Leader (learner): Hi Alex, thank you for taking the time to discuss your actions during the project today.

Alex (avatar): Of course, I'm looking forward to hearing your feedback.

Team Leader: I appreciate your enthusiasm. I've noticed your dedication to meeting project deadlines and your strong teamwork skills.

Alex: Thank you! I know I got really rushed at the end of the project. I started to make a lot of little mistakes on the project. I was moving really fast and got sloppy.

Multiple-Choice Question 2:

How should you respond? Select an answer and click Submit.

A. I saw that we had a few more edits this time. Tell me, what made you feel rushed at the end? (Correct - This is constructive feedback. This matches "Avoid Sandwich" on slide 4 and follows the Slide 5 best practices of " Start Positively, Share Feedback, Discuss Solutions.")

B. Great job on making deadline! There were a few more edits than usual. But you were an awesome teammate! (Incorrect - This is destructive feedback, Sandwich Method and "Detrimental comments" from Slide 4.)

C. Well, no one else had any problems, so you should plan better next time. You have anything to say? (Incorrect - Destructive feedback. This is "Detrimental comments," "Blaming language," and "Personal attacks" from Slide 4.)

Q3 Narration/VO (Continued):

Alex: Yeah, I'm sorry. I was almost done with this one big file yesterday and saved it to our drive. When I came to work this morning, I tried to download it and the file was corrupted. I had to go as fast as I could to redo it from scratch and get it in on time, so I didn't review it very well. I know had a few more mistakes than usual.

Multiple-Choice Question 3:

How should you respond? Select an answer and click Submit.

A. That's frustrating! I would be upset if that happened. For future projects, I recommend that you save a backup of the file. That way, if something happens to the file, there is no rush to catch back up at the end and there is time for polish. (Correct - This is constructive feedback. This matches "Be constructive" from slide 4. It also matches "Timely suggestions"

since it prevents issues for future projects. It also matches "Share Feedback" and "Discuss Solutions," of the 5 Best Practices)

B. See? What did I tell you? No harm, no foul, all good. Client is happy so you can just move on. (Incorrect - Destructive feedback. "Detrimental comments" from Slide 4.)

C. So, you caused your own problems. If you do your job right, then you won't have to hurry to catch up and make stupid mistakes. (Incorrect - Destructive feedback. This is "Detrimental comments," "Blaming language," and "Personal attacks" from Slide 4.)

Multiple-Choice Question 4:

Narration/VO (Continued):

Alex: I know it was not smart to not make a copy. I should've saved one on my desktop, but I just forgot to this time. I feel like I really let the team down with all my mistakes at the end.

How should you respond? Select an answer and click Submit.

A. No way, you helped the team make deadline—a tough one! The main issue was the heavier quality edits due to the rushed review. So, let's work on an improvement plan together. I'm glad you work well independently, but when an issue becomes too overwhelming to work on your own, I need you to communicate with the team when you need help! This way, we can spread work out across team members, so no one feels overwhelmed or rushed. If we get rushed, we can reallocate tasks to free up a few teammates to run a thorough review. What do you think about this plan? (Correct - This is constructive feedback. This matches "Avoid Sandwich" and "Be constructive" from slide 4. It also matches Slide 5, Best Practices "Start Positively.")

B. Geez, so you were really freaking out over there for no reason! I can't tell you how many times I forgot that something was due that week or that I was responsible for communicating a deployment and didn't do so. You need to learn to relax when that stuff happens and just move as fast as you can to make a product and push it out the door to the client. You know we just need to deliver something by the deadline. No one even noticed on this last one—I mean the client didn't say anything, so, if the client never knew anything was wrong and I don't care, you shouldn't care. No worries! (Incorrect - Destructive feedback. This is "Detrimental comments," and "Blaming language," from Slide 4.)

C. Of course that isn't smart, and why are you backing files up to your computer?! I am not here to hold your hand, file manage, or do your work for you. Neither are your teammates; they have their own tasks to take care of. If you want to stay on any more team projects, you are going to figure out how to do your job right now! You could've blown our deadline by being so careless! You got lucky this time, or you would be on a performance plan right now. If you ever miss deadline and jeopardize our team's reputation, you will be in my office and out of here fast. (Incorrect - Destructive feedback. This is "Detrimental comments," "Blaming language," and "Personal attacks" from Slide 4. Also matches Slide 5 Best Practices "Start Positively")

Narration/VO (Continued):

You discuss the rest of the project feedback with Alex. Despite his recent challenges, the client gave him high praise for his part of the project. You give Alex his written constructive feedback and some improvement strategies for growth. You let him know that the two of you are done now.

Alex: Great! I have taken down all of your feedback. I will definitely use it and use the improvement strategies you have created for me to improve my project performance. I was scared I had really poor marks after that project flub. I will make a file copy very first thing and manage my time better so I can conduct a thorough review. I will also communicate better with you and the team for help when I'm overwhelmed or feel I'm rushed for time. Is there anything else you need from me?

Multiple-Choice Question 5:

How should you respond? Select an answer and click Submit.

A. "Yes, I do. I would like to hear your feedback on my performance and on how we operate. I'd really appreciate hearing your insights and thoughts on how you think our team could improve. Also, please give me any feedback as well. Let me know how I'm doing and what improvements I could make to better support you." (Correct - This is constructive feedback. This matches "Be Constructive" from slide 4 and "Two-Way Communication and Follow-Up" from Slide 5.)

B. "Yes I do. I don't know why you were worried about anything, since you got really high marks. You don't have anything to improve with those scores, so just keep on doing what you're doing. As long as your evaluation is good, I don't see any reason why you need to work on anything." (Incorrect - Destructive feedback. This is "Detrimental Comments" from Slide 4. It also does not follow "Two-Way Communication and Follow-Up" from Slide 5.)

C. "No, I already gave you everything. I do not need anything else, thank you." (Incorrect - Destructive feedback. This is "Detrimental Comments," from Slide 4. It also does not follow "Two-Way Communication and Follow-Up" from Slide 5.)

Narration/VO (Continued):

Congratulations! You have finished Feedback Review. In the next slide, you are going to look at the Best Practices Model showing you a feedback example that follows the Constructive Feedback: Best Practices that we covered in Slide 5. This can be used as a study reference guide for the assessment at the end of this lesson and a job aid when you are preparing to provide feedback to your teammates.

Click Next to "Practice: Feedback Review"

Slide 8, Practice: Feedback Review

Slide 8, Practice: Feedback Review

OST: Scenario Prompt: Constructive Feedback Review

Visual Notes: Same intro image as Q1, Slide 7 – When the slide appears, an image of a desk should be at the bottom of the slide, as if the team leader (learner) is sitting at it. This time, a folder needs to wipe up from bottom of slide reading "Alex's Feedback" at the top.

Narration/VO: You've shared your insights on the team member's actions. Now, let's review your feedback and see how it aligns with constructive criticism best practices. Click to get started.

Review Question 1:

Narration/VO: In this question, we acted as a manager preparing our associate, Alex, for a feedback meeting over their last project. Let's look at the feedback you gave.

Visual Notes and Programming Notes:

The answer the learner provided on slide 7, Q1 should appear here.

Q1 Narration/VO:

Imagine that you are a team leader of a business team. You have just wrapped up a major project. You would like to offer feedback on your team members' actions on the project. Your team has not yet been informed about a feedback session. What should you do to prepare your team for project feedback?

A. Send a team email asking each team member if they are okay to meet for project feedback next week. Once they confirm, send an email with the subject "1:1 Meeting for Feedback" to each associate and let them schedule when they want to meet next week.

Narration/VO: Correct! This is constructive feedback. This matches "Timely suggestions" from slide 4 and Slide 5 Best

Practices, "Prepare" and "Schedule." You approached your associates in a private manner and made it clear what the meeting was about. You also gave your team ample time to prepare and autonomy in choosing when the meeting occurs. Great start!

B. Send a team calendar invite with the subject "Team Meeting for Feedback" to schedule a day where you meet with the whole team. Then, send a Team email warning them "If you are worried, you caused this yourself."

Narration/VO: Incorrect. This is destructive feedback, "Blaming language" from Slide 4. A team email preparing them for individual feedback meetings the following week is a good start; however, the email contains blaming language. This blaming language is unsupportive, as your associates may feel like challenges they faced will simply be faulted to them. This can erode confidence in your associates and your team and make them distrust you. Remember to focus on specific actions, not individuals in your feedback. Also, if you do not feel like you are in the right mindset to give objective feedback, give yourself another day for the feedback meeting.

C. Send a team email letting them know there are feedback meetings next week. Let them know you will call in those who performed poorly on the project over the next week. Go to the desks of your top performers and tell them they don't need to come talk to you.

Narration/VO: Incorrect. This is destructive feedback, "Personal Attacks" and "Detrimental Comments" from Slide 4. A team email preparing them for individual feedback meetings the following week is a good start; however, going to the desks of good performers directly after the team receives the email and in front of the team singles out other teammates as poor performers. This can break team cohesion and lead to distrust in you and between teammates. Remember to communicate feedback privately between you and an individual and review your communications for tone and language.

Review Question 2:

Narration/VO: Question 2 opens up dialogue between us and Alex, our associate. He has done well meeting the deadline and working with their colleagues, but they rushed at the end of the project leading to a few more mistakes than they usually have. Let's see what feedback you provided for this exchange.

Visual Notes and Programming Notes:

The answer the learner provided on slide 7, Q2 should appear here.

Q2 Narration/VO (Continued):

It is the Monday that team feedback sessions start. You are preparing a feedback session for one of your associates, Alex. When you are ready, click the feedback folder to start your meeting with Alex.

Visual Notes 2: When the VO states, "When you are ready...", insert a red highlight box around the "Project Feedback" folder on the desk.

Programming Notes: When the user clicks the red highlight, the first question will come up.

Narration/VO (Continued):

Team Leader (learner): Hi Alex, thank you for taking the time to discuss your actions during the project today.

Alex (avatar): Of course, I'm looking forward to hearing your feedback.

Team Leader: I appreciate your enthusiasm. I've noticed your dedication to meeting project deadlines and your strong teamwork skills.

Alex: Thank you! I know I got really rushed at the end of the project. I started to make a lot of little mistakes on the project. I was moving really fast and got sloppy.

How should you respond? Select an answer and click Submit.

A. I saw that we had a few more edits this time. Tell me, what made you feel rushed at the end?

Narration/VO: Correct! This is constructive feedback. This matches "Avoid Sandwich" on Slide 4 and follows the Slide 5 feedback Best Practices for "Start Positively, Share Feedback, Discuss Solutions." You start with a positive comment then directly focus on the action performed, the edits, instead of Alex. You also quickly opened dialogue to hear their perspective on what caused the rush at the end of the project. Perfect!)

B. Great job on making deadline! There were a few more edits than usual. But you were an awesome teammate!

Narration/VO: Incorrect. This is destructive feedback, Sandwich Method and "Detrimental Comments" from Slide 4. Starting with a positive comment when giving constructive feedback is appropriate. However, sandwiching the negative feedback makes this very confusing to the person receiving it. This method commonly confuses associates into thinking

they are receiving positive feedback. Even though the comments are positive, they are detrimental comments, since they do more harm than good by making the feedback ambiguous and unproductive. Remember to start positive, then get direct to the actions you want to address in the feedback. Do not use the Sandwich Method.

C. Well, no one else had any problems, so you should plan better next time. You have anything to say?

Narration/VO: Incorrect. This is destructive feedback, "Detrimental Comments," "Blaming language," and "Personal attacks" from Slide 4. The feedback starts off using blaming language and detrimental comments, centering blame on the person and not identifying and targets for improvement. It also contains personal attacks since it singles them out as at fault from their teammates. These two short comments can have major impacts on team cohesion and Alex's confidence, as they could now feel lesser than their teammates. Remember to review your tone and language before providing feedback.

Review Question 3:

Narration/VO: Question 3 shows Alex sharing their perspective on what actions and events led to an increase in edits on this project compared to past projects. Let's see how you responded to the information they provided.

Q3 Narration/VO (Continued):

Alex: Yeah, I'm sorry. I was almost done with this one big file yesterday and saved it to our drive. When I came to work this morning, I tried to download it and the file was corrupted. I had to go as fast as I could to redo it from scratch and get it in on time, so I didn't review it very well. I know had a few more mistakes than usual.

How should you respond? Select an answer and click Submit.

A. That's frustrating! I would be upset if that happened. For future projects, I recommend that you save a backup of the file. That way, if something happens to the file, there is no rush to catch back up at the end and there is time for polish.

Correct! This is constructive feedback. This matches "Be Constructive" from slide 4. By proactively listening to Alex's perspective, you get the full view of what occurred and a direct target for feedback. Your answer is supportive, empathetic, and avoids any antagonistic "you" statements. It also matches Slide 5 Best Practices "Share Feedback," where you opened dialogue to discover the causative issue and "Discuss Solutions," addressing the action, not Alex, and providing them with an actionable solution to improve for future projects.

B. See? What did I tell you? No harm, no foul, all good. Client is happy so you can just move on.

Incorrect. This is destructive feedback, "Detrimental Comments" from Slide 4. These statements provide no benefit to the associate nor support their growth. They do not provide direction for improvements nor actionable growth targets. Statements like these, while not deleterious, are ambiguous, vague, and unproductive as feedback.

C. So, you caused your own problems. If you do your job right, then you won't have to hurry to catch up and make stupid mistakes.

Incorrect. This is destructive feedback, "Detrimental Comments," "Blaming language," and "Personal attacks," from Slide 4. This feedback blames and attacks the associate with demeaning, unsupportive, and unproductive language. Alex knows they made a mistake; grinding into them over something preventable but out of their control with no actionable steps or growth direction is very detrimental and could keep them from sharing challenges or information with you, even if you open dialogue in your next feedback.

Review Question 4:

Narration/VO: Question 4 shows Alex continuing to share about the issues that occurred and feeling as though they disappointed their teammates. Let's see how you responded to the information they provided.

Q4 Narration/VO (Continued):

Alex: I know it wasn't smart to not make a copy. I should've saved one on my desktop. I thought I did, but I just forgot this time. I feel like I really let the team down with all my mistakes at the end.

How should you respond? Select an answer and click Submit.

A. No way, you helped the team make deadline—a tough one! The main issue was the heavier quality edits due to the rushed review. So, let's work on an improvement plan together. I'm glad you work well independently, but when an issue becomes too overwhelming to work on your own, I need you to communicate with the team when you need help! This way, we can spread work out across team members, so no one feels overwhelmed or rushed. If we get rushed, we can reallocate tasks to free up a few teammates to run a thorough review. What do you think about this plan?

Correct! This is constructive feedback. This matches "Avoid Sandwich" and "Be Constructive" from slide 4 and "Start Positively" on Slide 5 Best practices. Allowing Alex to share revealed how overwhelmed they really felt, which led to a subpar performance. You were straight forward in picking them up without the Sandwich Method, then ended your statements with a targeted improvement in reaching out for team support when challenges are too overwhelming. and that of the team for getting team support on any overwhelming challenges. Avoiding the Sandwich Method does not mean you shouldn't pick up an associate who is disappointed in themselves.

B. Geez, so you were really freaking out over there for no reason! I can't tell you how many times I forgot that something was due that week or that I was responsible for communicating a deployment and didn't do so. You need to learn to relax when that stuff happens and just move as fast as you can to make a product and push it out the door to the client. You know we just need to deliver something by the deadline. No one even noticed on this last one—I mean the client didn't say anything, so, if the client never knew anything was wrong and I don't care, you shouldn't care. No worries!

Incorrect. This is destructive feedback, "Detrimental Comments," and "Blaming language," from Slide 4. Although these statements may seem like you are trying to comfort Alex, they could be misconstrued as downplaying their feelings and being unsupportive of their professional improvement. Alex expressed they were disappointed they let down their peers and these comments seemingly dismiss those concerns. Also, the language is consistently "you" directed, blaming, and offers no feedback for growth. It is important that your feedback has actionable goals and no possibly harmful words.

C. Of course that isn't smart, and why are you backing files up to your computer?! I am not here to hold your hand, file manage, or do your work for you. Neither are your teammates; they have their own tasks to take care of. If you want to stay on any more team projects, you are going to figure out how to do your job right now! You could've blown our deadline by being so careless! You got lucky this time, or you would be on a performance plan right now. If you ever miss deadline and jeopardize our team's reputation, you will be in my office and out of here fast.

Incorrect. This is destructive feedback, "Detrimental Comments," "Blaming language," and "Personal attacks," from Slide 4. When Alex showed self-awareness of their performance and negative impacts to the team, this could have been a positive starting point Best Practices "Start Positively." Using vitriolic language validates Alex's poor self-perception and invalidates their perseverance to meet deadline. This almost certainly would damage confidence, team unity, and productivity—maybe to where the person leaves the company. As a leader, you must evaluate your state of mind and, if you feel angry or unprepared, reschedule the feedback meeting to the following day. Use this time to remove harmful language in your feedback plan. It is more important to give constructive feedback later than to give permanently damaging feedback immediately.

Review Question 5:

Narration/VO: Question 5 wraps up our project feedback meeting with Alex. It appears the challenges they encountered had no ill effect on client satisfaction. The client has given Alex excellent feedback for their part of the project. You are about to give Alex their written feedback and improvement strategies. Let's see how you responded as the two of you finished up.

Q5 Narration/VO (Continued):

You discuss the rest of the project feedback with Alex. Despite their recent challenges, the client gave them high praise for their part in the project. You give Alex their written constructive feedback and some improvement strategies for growth. You let them know that the two of you are done now.

Narration/VO:

Alex: Great! I have taken down all of your feedback. I will definitely use it and use the improvement strategies you have created for me to improve my project performance. I was scared I had really poor marks after that project flub. I will make a file copy very first thing and manage my time better so I can conduct a thorough review. I will also communicate better with you and the team for help when I'm overwhelmed or feel I'm rushed for time. Is there anything else you need from me?

Review Question 5:

How should you respond? Select an answer and click Submit.

A. "Yes, I do. I would like to hear your feedback on my performance and on how we operate. I'd really appreciate hearing your insights and thoughts on how you think our team could improve. Also, please give me any feedback as well. Let me know how I'm doing and what improvements I could make to better support you."

Correct! This is constructive feedback. This matches "Be Constructive" from Slide 4 and "Two-Way Communication and Follow-Up" from Slide 5. You created an open dialogue flow to receive performance, team operations, and improvements insights and feedback from Alex after providing the same in their feedback meeting. This is a best practice that fosters employee growth through a healthy team feedback mechanism.

B. "Yes I do. I don't know why you were worried about any of this, since you got really high marks. You don't have anything to improve on with these scores, so just keep on doing what you're doing. As long as your evaluation is good, I don't see any reason why you need to work on anything."

Incorrect. This is destructive feedback, "Detrimental Comments" from Slide 4. While there is nothing inherently negative with what you say, there is also nothing constructive nor productive. It also does not follow the "Two-Way Communication and Follow-Up" from Slide 5. The conversation lacks open dialogue and an exchange of insights or feedback, leaving both you and Alex with no direction on skill improvements or growth.

C. "No, I already gave you everything. I do not need anything else. Thank you."

Incorrect. This is destructive feedback, "This is "Detrimental Comments," from Slide 4. While there is nothing inherently negative with what you say, there is also nothing constructive nor productive. Alex has received no feedback. It also does not follow the "Two-Way Communication and Follow-Up" from Slide 5. There is no dialogue nor exchange of insights or feedback. Neither you nor Alex have direction or understanding of their individual nor team growth.

Narration/VO (Continued):

Congratulations! You have finished Practice: Feedback Review. In the next slide, you are going to look at the Best Practices Model showing you a feedback example that follows the Constructive Feedback: Best Practices that we covered in Slide 5. This can be used as a study reference guide for the assessment at the end of this lesson and a job aid when you are preparing to provide feedback to your teammates.

Click Next to "Best Practices Model"