

Peer feedback: A dialogue, not a verdict

Adaptive module

~20 min

Afraid of hurting others, people keep quiet about what isn't working, so frustration builds and trust wears down. This module's premise: feedback is a discussion that changes both people, as the receiver adjusts their practice and the giver revises their view. From Kim Scott's three traps to Marshall Goldsmith's feedforward, it guides preparation, the five steps, and building feedback into the team's habits.

LEARNING OBJECTIVES

- 01 Prepare difficult feedback: within 48 hours, one-on-one, using verified facts, without a preset verdict.
- 02 Avoid Kim Scott's three traps: Ruinous Empathy, Obnoxious Aggression, and Manipulative Insincerity.
- 03 Lead the discussion in five steps, from the opening and SBI facts to mutual commitment and planned follow-up.
- 04 Build feedback into the team through three practices: frequency, persistence, and reciprocity, with colleagues and the manager alike.

WHO IT'S FOR

Colleagues and managers: anyone who wants a team where people can speak openly, in both directions.

- **Prerequisite:** none

HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

- 1 **Self-assessment:** on 9 dimensions, to gauge current habits and guide the practice.
- 2 **Expert video:** 10 minutes, with 3 pauses for reflection.
- 3 **Practice scenarios:** the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.
- 4 **Dated commitment:** one action to try, written by the learner or picked from the suggestions.
- 5 **Memo to download:** key takeaways, questions, commitment, personal notes and checklists.

A SAMPLE PRACTICE SCENARIO

Chloé and Ravi get along well and staff the same front desk at city hall. On Saturday, two members of the public came for nothing: according to them, Ravi had given them the old hours. No one has talked to Ravi about it. Chloé isn't Ravi's manager; the team meeting is in three weeks. What does Chloé do?

ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

METHODS & MODELS

- SBI method (Situation, Behavior, Impact) – Center for Creative Leadership
- Constructive feedback in 5 steps – Afthonios method
- Three traps of failed feedback (Ruinous Empathy / Obnoxious Aggression / Manipulative Insincerity) – Kim Scott (Radical Candor)
- Feedforward – Marshall Goldsmith

SOURCES & REFERENCES

- Kim Scott (formerly Google, Apple) – “Radical Candor” model, which identifies three traps of failed feedback: Ruinous Empathy, Obnoxious Aggression, and Manipulative Insincerity
- Center for Creative Leadership (CCL) – SBI model (Situation, Behavior, Impact), which structures feedback around the situation, the behavior, and its impact
- Marshall Goldsmith – “feedforward,” an approach to feedback focused on the future rather than the past
- Gallup (2023, updated 2026) – useful, regular feedback linked to engagement