MODULE OVERVIEW

Positive feedback: Specific praise, shared lessons

Adaptive module | ~20 min

Our brains notice the negative first: a well-documented bias that explains why teams talk more about what's going wrong than about what works, while the best-performing teams do the opposite. Positive feedback goes beyond "well done": this module provides the SBI method to make praise credible, and a conversation built on five questions that turns an individual success into collective learning.

LEARNING OBJECTIVES

01 Understand the negativity bias and why high-performing teams give more positive than negative comments.

02 Give credible praise using the SBI method, and lower the three barriers to giving it.

03 Build on a success with five questions, from the process used to lessons you can apply to other topics.

04 Establish positive feedback between peers: a meeting ritual, remote actions, and recognition for your manager.

WHO IT'S FOR

Managers and team members who want to make recognizing good work a habit in their teams.

- **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.

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)
- Afthonios method for feedback that builds on success, using 5 questions
- Negativity bias (Paul Rozin & Edward Royzman, 2001)
- The role of positive emotions in high-performing teams, inspired by the work of Barbara Fredrickson

SOURCES & REFERENCES

- Center for Creative Leadership: SBI method (Situation, Behavior, Impact)
- Paul Rozin & Edward Royzman, "Negativity Bias, Negativity Dominance, and Contagion" (2001): negativity bias
- Barbara Fredrickson: positive psychology research on the role of positive emotions in high-performing teams
- Bradler et al. (2016): field experiment on recognition and performance

Module created by Afthonios.com.

Content reviewed on 13 October 2026