MODULE OVERVIEW

Giving feedback to your manager: From silence to dialogue

Adaptive module | ~20 min

Seven in ten employees avoid difficult conversations, most of all with their manager, so managers don't know how they come across, teams stall, and some team members leave without ever having spoken up. Downward feedback is well structured; upward feedback is still rare. This module equips team members to give upward feedback: asking their manager for a feedback meeting, finding the right words, proposing possible changes themselves, and setting a follow-up date together.

LEARNING OBJECTIVES

01 Leave the one-down position: talk to your manager in an adult-to-adult relationship, without submission or aggression.

02 Prepare for the meeting in three stages: recognize your own part, look for your manager's reasons, and ask for a real meeting.

03 Give the feedback in five steps: check that the timing works, describe precise facts, listen, negotiate a change, and plan a follow-up.

04 Build upward feedback over time: regular feedback given in the moment, on what isn't working as well as on what is.

WHO IT'S FOR

Team members who have feedback to give their manager, and managers who genuinely want to receive it.

- **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

- 5-step feedback (confirm the timing and topic, describe the facts, listen, negotiate a change, plan a follow-up) – Afthonios method, inspired by DESC (S. & G. Bower) and Nonviolent Communication (Marshall Rosenberg)
- 3 preparation stages – Afthonios method: self-reflection on "what is my part?", inspired by Difficult Conversations (Stone, Patton & Heen, Harvard Negotiation Project)
- Lower position vs adult-to-adult relationship, inspired by Eric Berne's transactional analysis

SOURCES & REFERENCES

- Bravely, "The Conversation Gap" study: 70% of employees avoid difficult conversations at work
- OECD (Employment Outlook, reported by the World Economic Forum): 27% of workers in OECD countries will be from Generation Z in 2025
- Douglas Stone, Sheila Heen & Bruce Patton (Harvard Negotiation Project), Difficult Conversations
- Weger et al. (2014) – active listening and feeling understood

Module created by Afthonios.com.

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