



# Conversation Guide: Feedback and Feedforward

## The Purpose of the Feedback & Feedforward Conversation

**Feedback:** information shared in a way that requires and/or encourages the recipient to reflect on it, learn from it and hopefully make change for the better.

**Feedforward:** is a non-judgmental and future-oriented conversation that explores optional actions and avenues for improvement.

## Incorporating Connect / Adapt / Align Into the Conversation

**CONNECT:** With empathy and respect, gain the employee's perspective and seek understanding.

**ADAPT:** Ask questions that generate insights from the employee for improvement and innovation. It increases engagement and ownership.

**ALIGN:** Discuss with employee how their strengths can be applied to enhance an area of their work.

## Quality Conversation Tips

Makes notes in preparation for the conversation, to stay on track.

Be prepared to discuss the specific behavior that, if changed, could lead to a more positive impact.

Understand that feedback can trigger emotion. Be empathetic and understanding.

Be present, show interest and listen during the conversation. Recognize effort and change.

Be supportive, with practical solutions, and let the employee know that you want the conversation to be helpful.

Ensure the meeting feels safe and comfortable (e.g., choose a mutually agreeable time and location).

Approach with the mindset and messaging that setbacks are learning opportunities and challenges, as opposed to failures.

## Sample Questions

What is your perspective on this?  
How do you feel about what I have shared?

What challenges do you anticipate?

What ideas do you have to help deal with these challenges?

What do you need to do differently to make this positive change?

Are you clear on next steps?

What do you think you can do that will make a positive difference in this situation?

How might you approach this kind of situation differently next time?

Is there anything you'd like me to consider?