

Mastering the Art of Feedback: Building Stronger Workplace Relationships

Course Building Tool: Articulate 360 Rise

Target Audience: This course is designed for professionals at all levels who want to strengthen their communication and leadership skills through effective feedback—from individual contributors to managers and executives.

Seat Time: 60 minutes

Appearance:

1. Font - Arial
2. Accent Color - #365679

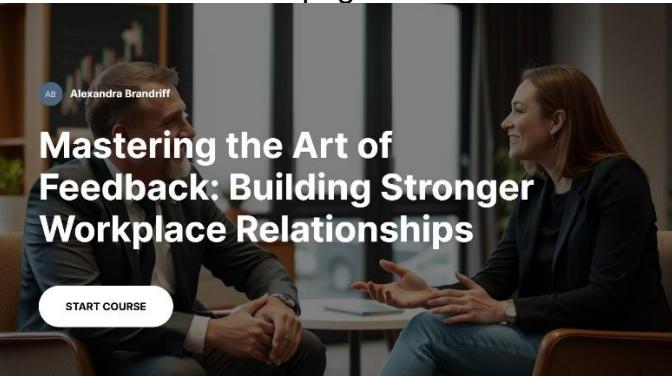
#365679

Learning Objectives:

1. Why feedback is essential for professional growth and team success
2. The truth behind common myths about feedback
3. How to use the SBI model (Situation–Behavior–Impact)
4. Ways to balance positive and constructive feedback
5. Techniques for handling difficult conversations
6. How to recognize effective vs. ineffective feedback
7. How to reflect on and improve your own feedback practices

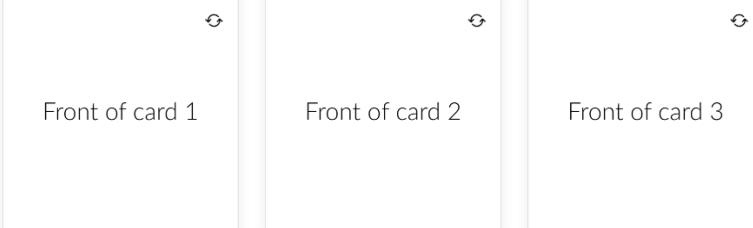
Outline:

- Course Welcome / Objectives
- The SBI Model
- The 5 Steps of Feedback
- Handling Difficult Conversations
- Practice and Reflections
- Course Summary
- Quiz

Homepage				
Visual Layout/Assets	Asset Links	Page Text	Narration / Voiceover:	Block / Interactive:
<p>FeedbackDiscussion.png</p>  <p>Course title text and start button over course image</p> <p>Modules are listed and can be clicked on to open each one.</p> <ul style="list-style-type: none"> • Welcome • The SBI Model • The 5 Steps of Feedback • Handling Difficult Feedback Conversations • Practice and Reflection • Course Summary • Quiz on Mastering the Art of Feedback: Building Stronger Workplace Relationships 	<p>Course Cover Image – Feedback Discussion</p>	<p>Effective feedback is one of the most powerful tools for growth, yet it's often misunderstood or avoided. This course will show you how to deliver feedback that is clear, constructive, and confidence-building—so you can strengthen workplace relationships and improve team performance.</p>	<p>N/A</p>	<p>N/A</p>

Module 1 Title: Welcome				
Visual Layout/Assets:	Asset Links:	Page Text:	Narration / Voiceover:	Block / Interactive:
Text paragraph with Header		<p>Welcome to Mastering the Art of Feedback: Building Stronger Workplace Relationships</p> <p>This course is designed to help you develop the skills and confidence to give and receive feedback in a way that strengthens trust, improves performance, and fosters continuous growth. Feedback is not just about correcting mistakes — it's a powerful tool for building collaboration, enhancing communication, and creating a culture where everyone can thrive.</p> <p>Throughout this course, you'll explore proven frameworks like the SBI model, learn a structured five-step feedback process, and gain strategies for navigating even the most challenging conversations with professionalism and empathy. You'll also have opportunities to practice, reflect, and apply your learning so that feedback becomes a natural and effective part of your workplace relationships. By the end of this</p>		Paragraph with heading

<p>Learning Objectives</p> <ul style="list-style-type: none"> 1 Text Here 2 Text Here 3 Text Here <p>Why is Feedback Important Video</p> 	<p>course, you'll be equipped to give feedback that inspires growth, builds trust, and strengthens your team's success.</p> <p>Learning Objectives:</p> <ol style="list-style-type: none"> 1. Why feedback is essential for professional growth and team success 2. The truth behind common myths about feedback 3. How to use the SBI model (Situation–Behavior–Impact) 4. Ways to balance positive and constructive feedback 5. Techniques for handling difficult conversations 6. How to recognize effective vs. ineffective feedback 7. How to reflect on and improve your own feedback practices 	<p>Feedback builds trust and strengthens teams through open communication. It improves performance by clarifying expectations and</p>	<p>List – Numbered List</p> <p>Multimedia – Video</p>
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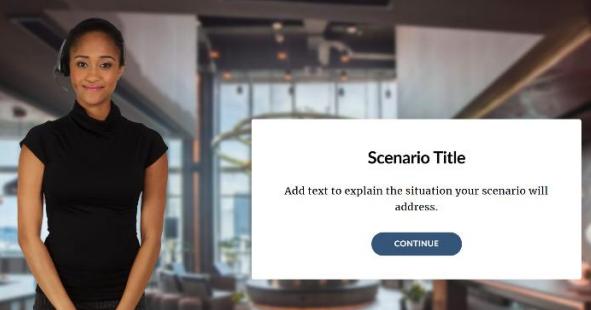
<p>Flipcard – 3 card set across 3 next to each other in a row</p>  <p>Front of card 1</p> <p>Front of card 2</p> <p>Front of card 3</p>	<p>encourages continuous learning and development. When delivered effectively, feedback supports growth and creates a more collaborative workplace culture.</p> <p>Flipcards:</p> <p>Card 1: Front: Myth: Feedback always has to be negative. Back: Truth: Positive feedback motivates and reinforces good behavior.</p> <p>Card 2: Front: Myth: Feedback must be normal. Back: Truth: Informal, timely feedback can be just as powerful.</p> <p>Card 3: Front: Myth: Feedback damages relationships</p>	<p>Interactive – Flashcard grid</p>
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<p>Continue button:</p> <div style="background-color: #336699; color: white; padding: 5px; text-align: center;">CONTINUE</div>		<p>Back: Truth: Constructive feedback strengthens trust when done respectfully.</p>		
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Module 2 Title: The SBI Model				
Visual Layout/Assets	Asset Links	Page Text	Narration / Voiceover:	Block / Interactive:
Text paragraph including List and Header		<p>The SBI Model — which stands for Situation, Behavior, Impact — is a simple yet powerful tool that helps make feedback clear, objective, and constructive. By focusing on specific situations and behaviors rather than personal traits, you create feedback that is easier to understand, less likely to cause defensiveness, and more likely to inspire positive change.</p>		<p>Text – Paragraph List – Bulleted List</p>

<p>Tabs</p> <div data-bbox="217 1127 835 1258"><p>ACCORDION TITLE ACCORDION TITLE ACCORDION TITLE</p><p>Text Here</p></div>	<p>In this section, you'll learn how to apply the SBI Model step-by-step, see examples of effective feedback, and practice using this approach in realistic workplace scenarios. The goal is to give you a reliable structure that you can use every time you give feedback, whether it's a quick conversation or part of a larger discussion. By mastering the SBI Model, you'll be able to deliver feedback that builds trust, clarity, and stronger workplace relationships. The SBI model structures feedback into three parts:</p> <ul style="list-style-type: none">• Situation – Describe when/where the behavior happened.• Behavior – Explain the specific behavior observed.• Impact – Share how it affected results or people. <p>Tab 1: Title: Situation Tab Content: <input checked="" type="radio"/> When and Where: In yesterday's team meeting...</p> <p>Why this matters: <i>This sets the context. You can understand when and where the behavior occurred so the feedback is grounded in a</i></p>	<p>Interactive Tabs</p>
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Knowledge Check – 1 question MC	<p><i>specific example rather than a vague statement.</i></p> <p>Tab 2: Title: Behavior Tab Content:  Observation: ...you interrupted a colleague during their presentation. Why this matters: <i>This describes exactly what you did — a factual observation without interpretation or judgment. Clear, specific language avoids misunderstanding.</i></p> <p>Tab 3: Title: Impact Tab Content:  Insight: This can make it harder for the team to share ideas. Why this matters: <i>This explains the effect of the behavior so you understand why the feedback matters, making it more likely they'll take constructive action.</i></p> <p>Knowledge Check: Question: Which part of the SBI model focuses on describing the specific behavior you observed? <i>Multiple Choice Options and Individual Feedback:</i> Situation</p>	Knowledge Check – Multiple Choice
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<p>Applied Scenario</p> 	<p>X <i>Feedback:</i> Not quite — the Situation step describes when and where the behavior happened, not the behavior itself.</p> <p>Behavior</p> <p>✓ <i>Feedback:</i> Correct! Behavior focuses on clearly describing what the person actually did, without judgment or assumption.</p> <p>Impact</p> <p>X <i>Feedback:</i> Not correct — Impact explains the effect the behavior had, not the behavior itself.</p> <p>Response</p> <p>X <i>Feedback:</i> This isn't part of the SBI model. The model focuses on Situation, Behavior, and Impact.</p> <p>Scenario Title: Applying the SBI Model in a Real Feedback Conversation</p> <p>Question: Pick the best SBI feedback for a situation where an interruption derailed a meeting, causing another meeting to be scheduled.</p> <p>Action Choices:</p>	<p>Interactive – Scenario</p>
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Select the appropriate avatar, background and facial expressions.

1. You're always rude in meetings and need to change your behavior

 Incorrect — this is too personal and judgmental. It does not follow the SBI model because it focuses on personality rather than a specific situation and behavior.

2. In yesterday's meeting, your interruptions made it hard to share ideas, so a follow-up meeting is needed.

 Correct — this follows the SBI model by clearly stating the situation, describing the observed behavior, and explaining the impact.

3. That was unacceptable. You should let people speak.

 Incorrect — this is vague and directive without specific context or impact, so it does not follow the SBI model effectively.

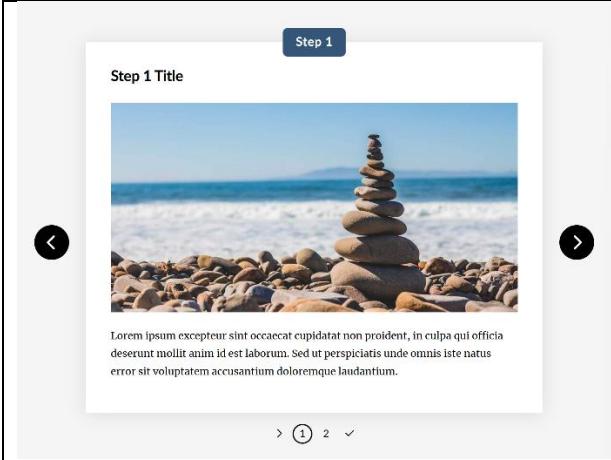
Text with voiceover	<u>SBI Model Applied Scenario Feedback.mp4</u>	<p>Great job working through the scenario! The SBI model is powerful because it provides a structured way to give feedback without personal attacks or vague statements. By clearly identifying the Situation, Behavior, and Impact, you help others understand exactly what happened and why it matters.</p>	<p>Great job working through the scenario! The SBI model is powerful because it provides a structured way to give feedback without personal attacks or vague statements. By clearly identifying the Situation, Behavior, and Impact, you help others understand exactly what happened and why it matters.</p>	Text - Paragraph Multimedia – Audio						
Accordion	<p>Accordion</p> <div data-bbox="217 931 782 1144"> <table border="1"> <tr> <td>Accordion Title 1</td> <td>+</td> </tr> <tr> <td>Accordion Title 2</td> <td>+</td> </tr> <tr> <td>Accordion Title 3</td> <td>+</td> </tr> </table> </div>	Accordion Title 1	+	Accordion Title 2	+	Accordion Title 3	+	<p>Accordion Title: Be Specific, Not General</p> <p>Text: When giving feedback, focus on a single, concrete example rather than making sweeping statements. For example, saying <i>“In yesterday’s meeting you interrupted Maria twice while she was presenting”</i> is much clearer than <i>“You’re always interrupting people.”</i> Specific feedback helps the person understand exactly what to work on, while general statements can feel like personal attacks.</p>		Interactive – Accordion
Accordion Title 1	+									
Accordion Title 2	+									
Accordion Title 3	+									

		<p>Accordion Title: Stick to Observations, Not Assumptions</p> <p>Text: It's important to describe only what you observed, not what you think the person intended or why they did it. For instance, "<i>You spoke while John was finishing his point</i>" is an observation, whereas "<i>You didn't care about what John had to say</i>" assumes intent and may trigger defensiveness. Staying neutral keeps the feedback focused and constructive.</p> <p>Accordion Title: Explain the Impact Clearly</p> <p>Text: Always connect the behavior back to why it matters. People are more likely to adjust when they understand the real consequences of their actions. For example, "<i>When you interrupted Maria, it derailed the discussion, and now we need to schedule another meeting to finish the conversation.</i>" This shows how the behavior affected the team and the workflow, making the feedback more meaningful.</p> <p>Accordion Title: Keep It Balanced</p> <p>Text: Remember that the SBI model isn't just for correcting issues — it</p>	
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Text Paragraph with Header	<p>can also be used to reinforce positive behaviors. A statement like “<i>In today’s client call (Situation), you clearly summarized the next steps (Behavior), which gave the client confidence in our process (Impact)</i>” not only builds morale but also reinforces good habits. Balanced feedback encourages growth while strengthening trust.</p> <p>Summary</p> <p>The SBI model helps you give clear, structured feedback by focusing on three steps: Situation, Behavior, and Impact. By practicing with scenarios, you’ve learned how to identify each part of the model and apply it in real conversations. Key best practices include being specific rather than general, describing observed behaviors instead of assumptions, and connecting actions to their impact. Remember, SBI can be used for both constructive and positive feedback. Using this approach ensures your feedback is clear, fair, and encourages growth.</p>	Paragraph with heading
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Module 3 Title: The 5 Steps of Feedback				
Visual Layout/Assets	Asset Links	Page Text	Narration / Voiceover:	Block / Interactive:
Text paragraph including List		<p>Introduction</p> <p>Without a process, feedback conversations can become unclear or emotionally charged. A structured approach gives both parties a roadmap: the giver knows how to deliver the feedback effectively, and the receiver knows what to expect. This reduces misunderstandings and builds trust.</p> <p>In this lesson, you'll explore a proven step-by-step process for preparing and delivering feedback that fosters growth and maintains trust.</p>		Paragraph with heading
Step Process Interactive		<p>Step 1</p> <p>Prepare Your Message</p>		Interactive - Process

 <p>Step 1</p> <p>Step 1 Title</p>  <p>Step 1 Content</p> <p>Placeholder text: Lorem ipsum excepteur sint occaecat cupidatat non proident, in culpa qui officia deserunt mollit anim id est laborum. Sed ut perspiciatis unde omnis iste natus error sit voluptatem accusantium doloremque laudantium.</p> <p>Navigation: < > ① 2 ✓</p>	<ul style="list-style-type: none"> • Reflect on the situation and think about what you want to achieve with the feedback. • Identify specific behaviors you want to address. • Keep your emotions in check so the feedback is objective. <p>Example: <i>"I want to help Sarah improve how she runs team meetings so they're more efficient."</i></p> <p>Step 2 Use SBI (Situation – Behavior – Impact)</p> <ul style="list-style-type: none"> • Be specific about when and where the behavior happened. • Focus on observable actions, not assumptions or intent. • Explain the impact so the person understands why it matters. <p>Example: <i>"In yesterday's project meeting (Situation), you spoke over a colleague multiple times (Behavior). This made it difficult for the team to share ideas, and now we'll need another meeting to cover everyone's input (Impact)."</i></p>		
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		<p>Step 3 Invite Dialogue</p> <ul style="list-style-type: none">• Ask the other person for their perspective.• Listen actively without interrupting.• Show that feedback is a two-way exchange. <p>Example: <i>"How did you feel the meeting went? I'd like to hear your thoughts."</i></p>	
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		<p>Step 5 Follow Up</p> <ul style="list-style-type: none">• Revisit feedback to check progress.• Acknowledge improvements.• Offer support if needed. <p>Example: <i>"In our last meeting, you gave space for your colleague to finish before adding your input — great improvement! Let's keep building on that."</i></p> <p>Summary The feedback process works best when it's structured. Start by preparing so your message is clear and fact-based. Then, use the SBI model to describe the situation, behavior, and impact. Next, invite dialogue to understand the other person's perspective and make the conversation collaborative. From there, agree on specific next steps that are realistic and actionable. Finally, follow up to reinforce progress and provide ongoing support. Together, these five steps help make feedback constructive, fair, and a driver of growth.</p>	
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Knowledge Check – 1 question MC		<p>Knowledge Check:</p> <p>Question: Which of the following lists the five steps of the feedback process in the correct order?</p> <p><i>Multiple Choice Options and Individual Feedback:</i></p> <ul style="list-style-type: none">Invite Dialogue, Use SBI, Prepare, Follow Up, Agree on Next Steps✗ Not quite — preparing should come first, and SBI comes before dialogue.Use SBI, Prepare, Agree on Next Steps, Invite Dialogue, Follow Up✗ Close, but the order is mixed up — preparation always comes before SBI.Prepare, Use SBI, Invite Dialogue, Agree on Next Steps, Follow Up✓ Correct! This is the structured five-step feedback process.Prepare, Invite Dialogue, Follow Up, Use SBI, Agree on Next Steps		Knowledge Check – Multiple Choice
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Text paragraph with Header



The Five Steps of Feedback.mp4

 Not correct — SBI needs to be explained before dialogue and next steps.

Real-World Application

Feedback isn't limited to formal reviews — it happens every day. Whether it's a quick correction or a performance conversation, following a process ensures your feedback is respectful, effective, and memorable.

In summary, effective feedback follows five key steps. Prepare, use the SBI model, invite dialogue, agree on next steps and follow-up. Each step helps keep feedback clear, constructive and supportive. Think to yourself, which part of the process do you well and which step can you improve on?

Paragraph with heading

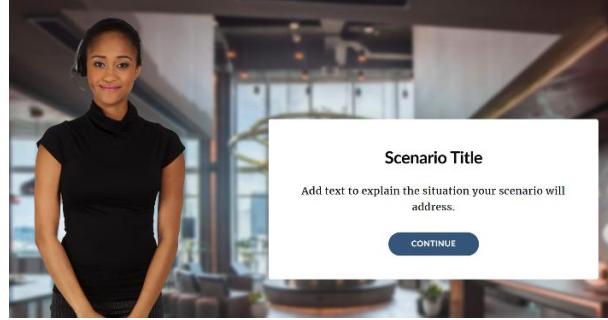
Multimedia - Video

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Module 4 Title: Having Difficult Feedback Conversations				
Visual Layout/Assets	Asset Links	Page Text	Narration / Voiceover:	Block / Interactive:
Text paragraph		<p>Giving feedback can be challenging, especially when the topic is sensitive or the other person may feel defensive. This lesson will help you approach difficult feedback conversations with confidence, empathy, and structure so they result in understanding and improvement.</p>		Paragraph
Text paragraph with Header		<p>Why Difficult Feedback is Hard</p> <p>Feedback that addresses sensitive topics — such as performance gaps, behavioral issues, or conflicts — can trigger strong emotions. Both the giver and receiver may feel discomfort. The goal is to keep the conversation productive, respectful, and focused on growth rather than blame.</p> <p>Explore the tips below to strengthen your approach.</p>		Paragraph with heading

Accordion	<table border="1"><tr><td>Accordion Title 1</td><td>+</td></tr><tr><td>Accordion Title 2</td><td>+</td></tr><tr><td>Accordion Title 3</td><td>+</td></tr></table>	Accordion Title 1	+	Accordion Title 2	+	Accordion Title 3	+	<p>Accordion Title: Stay Calm Text: Take a deep breath before the conversation. Maintain a neutral tone to keep the discussion focused on facts rather than emotions.</p> <p>Accordion Title: Focus on Behavior Text: Describe the specific actions you observed rather than making judgments about the person's character.</p> <p>Accordion Title: Be Clear Text: Use examples, such as dates or events, so your feedback is easy to understand and less likely to be misinterpreted.</p> <p>Accordion Title: Listen Actively Text: Encourage the other person to share their perspective, and repeat key points back to ensure understanding.</p>	Interactive - Accordion
Accordion Title 1	+								
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Accordion Title 3	+								

Applied Scenario



Select the appropriate avatar, background and facial expressions.

Scenario Title: **Handling Difficult Feedback**

You need to give feedback to a team member who consistently misses deadlines. They've been defensive in previous conversations and might react negatively.

Question: Choose the best approach to begin this feedback conversation.

Action Choices:

1. You're not meeting expectations, and it's a problem
 ✗ Incorrect — Too blunt, likely to cause defensiveness.
2. I want to discuss your deadlines. Let's discuss what happened to cause the missed deadlines and how we can improve.
 ✓ Correct — uses SBI and keeps tone constructive.
3. You always miss deadlines.

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Module 5 Title: Practice and Reflection				
Visual Layout/Assets	Asset Links	Page Text	Narration / Voiceover:	Block / Interactive:
Text paragraph		The best way to strengthen your feedback skills is through practice and reflection. In this lesson, you'll apply what you've learned, practice giving feedback in realistic scenarios, and reflect on your own strengths and areas for improvement.		Paragraph
Text paragraph with Header		<p>Why Practice Matters</p> <p>Feedback is a skill that improves with experience. Practice helps you internalize the process, build confidence, and learn how to adapt your approach to different situations. Reflection helps you recognize your growth and identify areas to focus on.</p>		Paragraph with heading
Text paragraph with Header		<p>The Role of Reflection</p> <p>Reflection allows you to step back and evaluate your feedback style. By considering what went well and what could be improved, you can adjust your approach and strengthen your</p>		Paragraph with heading

<p>Practice and Reflection Video</p> 	<p><u>Practice and Reflection Video.mp4</u></p> <p>skills over time. Reflection turns experience into lasting learning.</p>	<p>Practice is the bridge between knowing and doing. Reflection turns those experiences into learning. By looking back on what went well, what can be improved, and which steps of feedback process worked best, you strengthen your skills and build confidence. Reflection transforms feedback into lasting growth.</p>	<p>Multimedia - Video</p> <p>Paragraph with heading</p>
	<p> Reflection Activity</p> <p>Take a moment to pause and grab a piece of paper or open a personal</p>		

<p>Knowledge Check – 1 question Multiple Response Correct answers have an *</p>	<p>notes app. Jot down your thoughts to these questions — you won't submit them here, but reflecting privately will help you internalize the feedback process.</p> <ul style="list-style-type: none">• What went well the last time you gave or received feedback?• What felt challenging or uncomfortable?• Which part of the 5-step process could you strengthen?• What specific action will you try in your next feedback conversation?		<p>Knowledge Check – Multiple Response</p>
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<p>Text paragraph with Header</p> <p>Continue button:</p> <p>CONTINUE</p>		<ul style="list-style-type: none">▪ Wait until the end of the year to reflect on all your feedback conversations at once <p>Incorrect Feedback: ✖ Reflection should include both successes and challenges — and it works best when done soon after the experience, not months later.</p> <p>Correct Feedback: ✓ Great work! Reflection is most powerful when it's specific, timely, and tied to a process.</p> <p>Summary Practice and reflection are key to becoming an effective feedback giver. Realistic practice scenarios help you apply your skills, while reflection helps you identify strengths and opportunities for improvement. Together, they create a cycle of growth and development that strengthens your ability to give clear, constructive feedback.</p>		<p>Paragraph with heading</p> <p>Divider - Continue</p>
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Module 6 Title: Course Summary				
Visual Layout/Assets	Asset Links	Page Text	Narration / Voiceover:	Block / Interactive:
Text paragraph		<p>Feedback is one of the most powerful tools for building trust, improving performance, and encouraging growth. Throughout this course, you've explored why feedback matters, learned structured models like SBI, practiced the five-step process, and discovered strategies for handling even the most challenging conversations.</p> <p>You should now understand:</p> <ul style="list-style-type: none"> ✓ How feedback builds stronger teams and fosters continuous development ✓ How to apply the Situation–Behavior–Impact (SBI) model to keep feedback clear and objective ✓ The five-step feedback process for giving feedback effectively and consistently ✓ Techniques for staying calm and constructive during difficult conversations ✓ The value of reflection and practice in strengthening your feedback skills 		Text – Paragraph

<p>Continue button:</p> <p>CONTINUE</p>	<p>As you move forward, remember that feedback is not a one-time event — it's an ongoing dialogue. By practicing regularly, inviting open discussion, and reflecting on your approach, you'll continue to grow in confidence and help others do the same.</p>		<p>Divider - Continue</p>
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Quiz on Mastering the Art of Feedback: Building Stronger Workplace Relationships

Multiple Choice Quiz (5 questions)

Correct answers are marked with an *

Quiz Introduction:

This quiz will help you review the essential skills for giving effective feedback. The questions are designed to check your understanding of the SBI model, the 5-step process, and best practices for handling feedback conversations. Read carefully, and select the best answer(s) for each.

Question 1:

Which of the following is the primary purpose of feedback?

Answer Choices:

- To criticize performance
- *To build trust, improve performance, and support growth
- To avoid conflict
- To review mistakes only

Correct feedback:

✓ That's right! Feedback is about trust, performance, and growth, not criticism.

Incorrect feedback:

✗ Not quite. Feedback goes beyond pointing out mistakes or avoiding conflict — its purpose is to build trust and encourage improvement.

Question 2:

In the SBI model, what does the “Impact” step focus on?

Answer Choices:

- Describing the behavior
- Explaining the effect of the behavior
- Providing suggestions
- Summarizing next steps

Correct feedback:

✓ Yes! The Impact step highlights how the behavior affected others or the situation.

Incorrect feedback:

✗ Close, but not correct — Impact is specifically about explaining the effect of the behavior.

Question 3:

Which actions are part of the 5-step feedback process?

Answer Choices:

- *Describe the situation and behavior
- *Give clear examples
- Ignore the other person’s response
- *Provide constructive suggestions
- *Summarize and agree on next steps

Correct feedback:

- ✓ Great! These four steps are core parts of the feedback process.

Incorrect feedback:

- ✗ Not correct — feedback should always invite dialogue and avoid shutting down responses.

Question 4:

Which actions are part of the 5-step feedback process?

Answer Choices:

- Focus on the person's character
- Avoid specifics to keep it general
- *Stay calm, focus on behaviors, and invite dialogue
- Deliver feedback quickly without discussion

Correct feedback:

- ✓ Exactly! Focusing on behaviors while staying calm and open creates constructive dialogue.

Incorrect feedback:

- ✗ Not quite. Feedback should be specific, behavior-focused, and two-way, not vague or rushed.

Question 5:

Which actions are part of the 5-step feedback process?

Answer Choices:

- *Stronger confidence
- *More effective feedback skills
- Reduced need for communication
- *Ability to identify areas for improvement

Correct feedback:

✓ Yes! Practice and reflection help you grow in confidence, refine your skills, and identify improvements.

Incorrect feedback:

✗ Not correct — communication is always important. Reflection doesn't replace it; it enhances it.