

Rise Content Map

TOPIC	
What is the training topic?	Are you the subject matter expert (SME) or did you select a topic from Source Content?
The Art of Giving Feedback	SME

DEFINED BUSINESS GOAL AND PROBLEM
Define the business that your sample relates to: What type of business is it? What industry is it a part of? What is the name of the business (fictional or real, if volunteering for a real company)?
Fictional Business (approx 500 employees) BrightPath Solutions Cloud-based Project Management Software (SaaS/Tech)
What is the business goal for this training? What does success look like for the company?
To improve individual and team performance by 20%, and improve employee retention by 15% by building a culture of effective feedback, where all employees can confidently give and receive timely, constructive, and actionable feedback.
What is the business problem (gap), that when solved or closed, would help the organization reach the above goal? In other words, WHY is the goal not being met right now?
Managers currently lack the skills, confidence, and frameworks to deliver effective feedback.

AUDIENCE
Who are the primary learners (audience) that will be taking the training? Be specific.
People Managers & Team Leads
What are the basic demographics of your primary learners?
Managers & Team leads include employees aged approximately 26-45. A majority of employees have 0-3 years of experience in managerial positions.

What are your learners' prior knowledge/skill level?
Learners currently understand the importance of feedback in theory and have received informal training. Most know how to conduct 1:1 Mts Meetings. All have gone through at least one performance review cycle as a manager
(Current State) What is currently happening with the target audience that needs to change? Before learners take your training, what are they doing, or not doing successfully?
Current managers lack any structured model or frameworks to feedback. Many are struggling to provide constructive or critical feedback that is honest and supportive. Some managers are avoidant or only provide vague praise.
(Future State) What should the target audience be doing? Once learners complete the training, what should learners be able to do successfully?
Proactively deliver both positive and constructive feedback using a structured model. Tailor feedback to situations, ensuring it is specific, timely, and behavior-focused Identify appropriate timing and setting for feedback discussions Set clear expectations and goals after feedback is given to employees. Revisit previous feedback during 1:1s Document feedback in performance management system

CONTENT OUTLINE				
ACTIONS NEEDED TO MEET GOAL				
Directions	Action 1:	Action 2:	Action 3:	Action 4:
<i>List all of the actions that a learner would need to take for the business goal above to be achieved.</i>	Schedule regular 1:1 meetings with employees to provide continuous feedback	Deliver feedback in a structured model to employees	Track progress related to feedback provided to employees	Create psychological safety by actively listening and withholding judgement
Directions	How Action 1 ties to the business goal:	How Action 2 ties to the business goal:	How Action 3 ties to the business goal:	How Action 4 ties to the business goal:

State <i>HOW</i> these actions tie back to the business goal.	Feedback is timely and develops greater trust of the employee and manager relationships improving retention. Strengthens manager's confidence in timing of feedback ensuring feedback leads to improved performance.	Improves individual performance of employees receiving feedback. Supports engagement, growth, and retention of employees. Provides managers with tools necessary to provide effective feedback. This will ultimately improve performance and retention.	Drives accountability towards continuous improvement in the workplace. Builds trust and credibility in the manager/employee relationships. Ensures feedback is converted to actionable behaviors that improve performance.	Improves employee retention and morale. Develops a culture of continuous feedback and improvement helping meet the goal of reducing retention.
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LEARNING OBJECTIVES				
Directions	Terminal LO 1:	Terminal LO 2:	Terminal LO 3: (optional)	Terminal LO 4: (optional)
List all of the terminal learning objectives (LOs) that the learner will need to achieve to meet the business goal. Your sample should have 2-4 terminal LOs. Each LO should connect with the action that is in the corresponding column above.	Develop a schedule of 1:1 meetings with all employees.	Utilize a structured feedback model when providing feedback to employees.	Document feedback meetings and goal setting to be reviewed at future 1:1s.	Demonstrate active listening in 1:1 meetings.
Directions	Are there any enabling LOs that support terminal LO 1? (optional)	Are there any enabling LOs that support terminal LO 2? (optional)	Are there any enabling LOs that support terminal LO 3? (optional)	Are there any enabling LOs that support terminal LO 4? (optional)

<i>If there is an enabling LO that supports the terminal LO, list those here. Not all terminal LOs may have a supporting enabling LO. Terminal LOs may stand on their own but enabling LOs should not.</i>	-Recognize the importance of timing, location, and EQ when preparing feedback. -Analyze workplace scenarios to determine when and how to provide feedback	-Define characteristics of effective feedback -Identify common pitfalls of ineffective feedback and their impact on performance	-Identify ways to document feedback meetings -Identify the various parts of a SMART goal	-Identify behaviors and elements of active listening
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CONTENT OUTLINE				
Directions	Subtopic 1:	Subtopic 2:	Subtopic 3 (Optional):	Subtopic 4 (Optional):
<i>List the subtopics (categories of chunked content) in a meaningful order.</i> <i>Each subtopic should connect with the LO and the action that are in the corresponding columns above.</i>	1:1 Meetings - What they are, how often the should be, what does it include -Feedback planning - Workplace scenarios	-Feedback frameworks -Ineffective feedback and pitfalls	-Feedback meeting documentation -Goal setting -Follow-up forms	-Active listening -Hearing feedback
Directions	Information / details:	Information / details	Information / details	Information / details
<i>Outline the information that each subtopic will cover. Avoid going beyond the scope of the LOs. Only include info that is needed to achieve the LOs. This section needs some detail, not just a couple of words.</i>	Timing and Context of meetings - Avoid delay, provide feedback within 24-72 hours - Setting matters, protect dignity and confidentiality	Feedback Model SBI Situation – Describe the context in which the behavior occurred. <i>“During yesterday’s client</i>	Documentation - Why document - What: date, time, feedback provided, employees response, agreed on next-steps/goals, follow-up	Active Listening - Three components: presence, reflection, validation <i>Presence</i> -give full attention, avoid

<i>Example: If your content involves 5 steps of a process, you must write out all 5 steps. If it's three characteristics, all three characteristics must be named.</i> <i>The information should connect with the action, LO's, and subtopic listed in the corresponding columns above.</i>	• Avoid giving feedback during moments of high emotion or in public. • Schedule feedback when both parties are not rushed, allowing at least 20–30 minutes of uninterrupted time. Cadence of 1:1 Meetings • Weekly/bi-weekly • Face-to-face or Virtual, not email or messenger Planning Feedback 1. Review Observations 2. Clarify desired outcomes 3. Anticipate employee reaction	<i>meeting...”</i> • Behavior – Describe the specific observable action. <i>“...you interrupted the client mid-sentence.”</i> • Impact – Explain the result or how it affected the team, client, or goal. <i>“...which may have made the client feel dismissed.”</i> COIN • Context - Set the scene. When and where did the behavior happen? • Provides a neutral starting point to ground the conversation. • Keeps the feedback factual and avoids vague generalizations. ○ Example “During	timeline • Best practices: objective/behavior based, summarization, follow-up in writing Goal Setting • Types: behavioral, performance-based, developmental • SMART: specific, measurable, achievable, relevant, time-bound Follow-up • 1-2 weeks • Reinforce improved behaviors • Re-visit and adjust goals	distractions like cell phone or email ○ <i>Reflection</i> - paraphrasing or summarizing what the speaker said to confirm understanding. Ex “So what I am hearing...” ○ <i>Validation</i> - Acknowledge the speakers feelings or point of view. Ex: “I can see how that experience would be frustrating” • Behaviors: eye contact, nods, short affirmations “go on”, “I am listening”, pause before responding to show thoughtfulness • Barriers: planning response,
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		Monday's meeting..." ● Observation - <i>Describe exactly what you saw or heard.</i> ○ Focus on specific behaviors—not assumptions, personality traits, or intentions. ○ Use objective language to avoid triggering defensiveness. ○ Example: "...you interrupted two colleagues while they were sharing their updates..." ● Impact - <i>Explain how the behavior affected others, the team, the project, or outcomes.</i> ○ Helps the employee understand why the feedback matters. ○ Should be		jumping to conclusions, becoming defensive Hearing Feedback ● Mindset shift: gift to get feedback ● Listen without interruption ● Ask clarifying questions ○ "Can you give me an example of?" ○ "What would have helped in that moment?" ● Pause and return
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sincere and tied to team goals, relationships, or performance .

- **Example:**
"...which caused some team members to disengage and may have slowed our progress on assigning tasks."
- **Next Steps -**
Collaborate on what should happen going forward.
 - Can include a correction, commitment to change, or an agreement to continue a positive behavior.
 - Reinforces accountability while supporting growth.
 - **Example:**
"Let's work

		<i>on allowing people to finish speaking before jumping in. I'd like to see us model more inclusive discussion moving forward."</i>		
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ASSESSMENT				
Directions	Question:	Question:	Question:	Question :
<i>Write each stem as a performance-based scenario question set in a realistic context.</i> <i>The question should connect with the action, LO, and content in the corresponding columns above.</i> <i>Ask yourself, "Can this assessment question be answered with the content written above in this template?" No matter what content you include when you develop the</i>	Your direct report made a mistake in yesterday's client presentation. You want to provide constructive feedback. When is the most appropriate time to schedule this feedback? A. During the next quarterly performance review B. Immediately after	You're giving positive feedback using the COIN model. Your team member led a sprint review that was well-organized and kept the client engaged. Which option best reflects the full COIN model? A. "You did a really great job at the spring review! I enjoyed sitting	You just finished a feedback conversation with one of your team members. What should you document to ensure clarity and accountability? <i>(Select all that apply.)</i> A. The employee's personality traits that may have caused the issue B. The date and time of	During a feedback conversation, your employee begins explaining their perspective, but you feel the need to correct their assumptions immediately. What's the best active listening response in this moment? A. Interrupt them and clarify your point so the message doesn't get

<i>course later, if there is not enough content provided in this template to answer the question, you will need to expand the content above.</i>	the client meeting ends, in front of the team C. Within 24–72 hours, during a scheduled 1:1 in a private setting D. In the team Slack channel later that day to document it publicly	<i>through the presentation and lost track of time. Keep up the great work!"</i> B. <i>"In Monday's sprint review, you structured the agenda clearly and kept the client engaged, which helped build their confidence in our process. I'd love for you to lead more of these moving forward."</i> C. <i>"Thanks for taking ownership during the sprint review. It really stood out. Continue to take steps like this in your projects"</i> D. <i>"You were very organized during that meeting. The client noticed. Make sure you are always that organized at client meetings."</i>	the conversation C. A summary of the feedback provided D. Any agreed-upon action steps or goals E. Your emotions during the meeting	misinterpreted B. Let them finish speaking, summarize what you heard, and then respond C. Start planning your response silently while they speak to save time D. End the conversation early to prevent emotional escalation
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Directions	Correct Response:	Correct Response:	Correct Response:	Correct Response:
List the correct response to each question.	C	B	B, C, and D	B
Directions	Distractors (Incorrect Responses)	Distractors (Incorrect Responses)	Distractors (Incorrect Responses)	Distractors (Incorrect Responses)
List the distractors for each question. These distractors should be viable responses, based on the content you have included above, and not so unrelated that they are obviously wrong.	A. Feedback should be timely and waiting until the next performance review does not allow for behavioral change B. While timely feedback is important, you must also consider the setting and context and provide a safe space for feedback. D. Public forums are not the appropriate place for feedback to create psychological safety.	A. Too vague of praise, only provides the context C. Provides context and observation, does not include impact or next steps D. This answer contains only the observation and impact.	A. Focus is on personal opinions E. Focus is on emotions rather than objective facts	A. Managers should allow individuals to finish their statement and not work on the response while listening C. Managers should listen fully before developing a response D. Managers should demonstrate emotional intelligence and handle providing feedback
Directions	Feedback for incorrect responses (What is the correct answer, and why?)	Feedback for incorrect responses (What is the correct answer, and why?)	Feedback for incorrect responses (What is the correct answer, and why?)	Feedback for incorrect responses (What is the correct answer, and why?)
Provide clear feedback that explains what the	C Rationale: Feedback	B. Rationale: This option	B, C, and D Rationale:	B Rationale: Active

correct answer is, and why it is correct.	should be timely and private, ideally delivered within 24–72 hours, and in a space where confidentiality and reflection are possible.	follows all four steps of the COIN model and gives specific, actionable, and reinforcing feedback.	Documentation should be objective, focused on behavior and agreed-upon steps. Avoid including personal opinions, emotions, or assumptions.	listening involves letting the other person speak fully, reflecting or summarizing to ensure understanding, and then responding with intention.
Directions	Additional Question:	Additional Question:	Additional Question:	Additional Question :
Include additional performance-based scenario questions here. Note: You need to have a minimum of four questions, so a couple of your LOs may have more than one question. Please fill in the additional questions in the appropriate column under the corresponding LO. It is ok if some boxes are left blank in this section, as long as you have at least four total questions.	You're preparing to schedule recurring 1:1 meetings with your team. Which of the following best practices support a productive feedback culture? (Select all that apply.) A. Schedule 1:1s biweekly or weekly B. Cancel 1:1s when you're busy—save time for more urgent tasks C. Use the 1:1s as a time to check in and share feedback, not just task updates D. Always meet in group settings so feedback is transparent	You are preparing to give constructive feedback to a team member using the SBI model. Which of the following statements correctly reflect all of the principles of the SBI (Situation – Behavior – Impact) model? (Select all that apply.) A. "In yesterday's team meeting, you interrupted Sarah twice while she was presenting her slide. This made it difficult to share her idea and slowed discussion." B. "You're often too aggressive in meetings, and people don't like it." C. "After the last sprint	NA	NA

		<i>review, you sent out a next step email that ensured the team would stay accountable to completing this project on time."</i> D. <i>"You're not a great team player, and this keeps happening."</i> E. <i>"During our project debrief, you summarized the key action items clearly, which helped the team stay aligned."</i>		
Directions	Correct Response:	Correct Response:	Correct Response:	Correct Response:
<i>If you have an additional question for this LO, list the correct response to each question.</i>	A and C	A, C, and E		
Directions	Distractors (Incorrect Responses)	Distractors (Incorrect Responses)	Distractors (Incorrect Responses)	Distractors (Incorrect Responses)
<i>If you have an additional question for this LO, list the distractors for each question.</i>	D - Always meet in group settings so feedback is transparent.	B and D are vague, judgmental, and lack specific observations—violating the SBI structure		
Directions	Feedback for incorrect	Feedback for incorrect	Feedback for incorrect	Feedback for incorrect

	responses (What is the correct answer, and why?)	responses (What is the correct answer, and why?)	responses (What is the correct answer, and why?)	responses (What is the correct answer, and why?)
<i>If you have an additional question for this LO, provide clear feedback that explains what the correct answer is and why.</i>	A & C <i>Rationale:</i> Consistency and purpose-driven 1:1s build trust and create space for ongoing feedback. Canceling or making them group-only undermines effectiveness.	<i>Rationale:</i> A is the <i>Situation</i> and <i>Behavior</i> (specific time and action) C provides the <i>Impact</i> of the behavior E is a complete SBI example for <i>positive feedback</i>		