ALIGNMENT · HAVE TOUGH CONVERSATIONS

Structured Feedback System

Prepare the hard conversation in four beats — so it's heard, not defended against.

The conversation is with _____

Date _____

Draft each beat below before the conversation. Keep them short — a line each. This sheet stays in your pocket; you speak the beats in your own words.

1 · OBSERVATION

What you saw — behaviour, not character

a specific moment: "you cut across Sam twice", never "you're dismissive"

2 · IMPACT

The concrete effect it had

on the work, the team, or you — factual, not accusatory

3 · INVITATION

THE BEAT MOST PEOPLE SKIP

A genuine question that hands them the floor

"how did that look from your side?" — then pause, and mean it

4 · FORWARD-ASK

One thing to do differently next time

small, concrete, doable — what you're steering toward

Before you walk in

Hold the four beats in mind — don't read them out. The moment it sounds like a technique, the other person feels handled and the defence comes back. Speak as you would to someone you respect, and when you reach the invitation, stop and listen as if you might be missing something.

THE ONE CHANGE — THE OUTPUT

you're not done until they've named one specific thing they'll do differently — in their own words

They named it themselves, and it's specific: ☐ Yes — done ☐ Not yet — ask again before you close **Could you both talk again tomorrow?** ☐ Yes

The moment feedback feels like an attack, learning has already stopped.

Observation, never verdict · keep it human, not a script · invite before you ask forward · you're not done until they've named one change.

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