Head Light

How to Structure Your Feedback Session: Prompts and Ideas

part of our series of Tools

The Talent Cloud Platform

Developing Skills. Encouraging Performance. Boosting Recognition.

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Introduction

This guide is aimed at helping Human Resources and Learning & Development practitioners improve the outcomes from talent management processes by providing a structure and outline for a feedback session following a 360 degree review. With a little adjustment, it also provides good guidance for an appraisal meeting.

The structure is as follows:

1. **Contracting** – to gain trust, acceptance and the right to deliver feedback.
2. **Overall impressions** – to set the tone and depth of issues to be discussed in the meeting.
3. **Detailed feedback** – to examine the key areas in the report.
4. **Qualitative feedback** – to examine and explore written comments from reviewers to see what insight they might offer and how they might add to the numerical feedback.
5. **Action Planning** – to determine key priorities, resources, stakeholders and specific actions and timeframes.

1. Contracting

Questions you may like to ask

- What do you want to get out of this session?
- What, for you, would make this a productive meeting?
- What do you want to have by the end of this session?
- Tell me a bit about your role. What are the key deliverables? What are the biggest challenges?
- What is happening in your job at the moment?
- Who are your peers? What situations do they observe you in?
- Who are your 'customers'? What do they see you doing?
- Tell me about your relationship with your manager.
- Tell me about your team.

2. Opening questions/overall impressions

Questions you may like to ask

- What overarching themes emerge?
- Is there anything unexpected or upsetting in your feedback?
- Are there any nice surprises?
- What was your first reaction to the feedback?
- What do you take from the summary charts and graphs at the beginning?

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3. Detailed feedback

Questions you may like to ask

- What seem to be your key strengths?
- What seem to be your main areas for development?
- Which items stand out for you?
- Where are the biggest gaps?
- What patterns emerge in the way that different groups have rated you?

4. Qualitative feedback

Questions you may like to ask

- What changes can you make right now?
- How could you make better use of your strengths?
- How could you use your strengths to develop in other areas?
- How would you summarise your feedback?
- What do you think are the key messages?
- What stands out for you?
- Are there any consistent or repeated messages?
- How do the comments support (or contradict) your overall impressions, your key strengths or areas for development?
- Do any of the comments provide you with a clearer picture as to why you have been given particular ratings?
- Do any of the comments provide suggestions as to things you could do differently, specific developmental actions, or quick wins?
- From the comments, what seem to be your key strengths?
- From the comments provided, what seem to be your main areas for development?

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5. Action planning

Question you may like to ask

- What changes can you make right now?
- How could you make better use of your strengths?
- How could you use your strengths to develop in other areas?
- How would you summarise your feedback?
- What do you think are the key messages?
- What stands out for you?
- What support will you need to take this forward?
- Which organisational resources can support you in your personal development?
- What are you going to take away from this?
- Which areas are you going to focus on?
- When are you going to collect feedback again? From whom, and how?
- How will you know if you are making progress?
- How are you going to ensure you get maximum value from this feedback?

Next steps

If you would like to know more about how to get the most from a 360 degree feedback review session, please get in touch.

About Head Light

Head Light is an award-winning talent management and talent retention software and consulting firm that works with clients to define and implement impactful talent management strategies.

Talent Cloud® is our cloud-based portfolio of integrated talent management platform tools designed for those who expect the maximum return from talent management processes. Our training and consulting services uniquely complement our platform that engages employees, managers and senior leaders in the selection, development and progression of people in their businesses.

Companies in the FTSE 350, public sector, large and small, from retailers to high tech innovators have all benefitted from our tools, techniques and expertise

Head Light has attained the ISO27001 standard for Information Security. Certificate No 217613.

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How do I…

transition to Continuous Performance Management

How do I…

introduce robust Succession Planning

How do I...

spot High Potentials and Future Leaders

How do I…

boost Recognition

How do I…

drive Engagement through Career Conversations and Development

How do I…

embed new values and improve culture

How do I…

develop Skills of the Future

E: info.request@head-light.co.uk W: www.head-light.co.uk