SEE THE MOMENT

A practical guide to help managers recognize when feedback is needed

Use this guide in coaching conversations to help leaders recognize when feedback is needed, separate observation from interpretation, and decide what the moment requires.

01 NOTICE IT

Spot the signal before the issue gets bigger.

Help managers pay attention to small changes or patterns in behavior, performance, trust, or alignment.

REFLECT

- What am I seeing or hearing?
- Is this one moment or a pattern?
- What might I be minimizing or explaining away?

02 NAME IT

Get specific about what's actually happening.

Help managers separate observable behavior from the story about it, so feedback starts from facts, not labels.

REFLECT

- What specifically happened?
- What would a neutral observer have seen or heard?
- Can I describe the behavior without labels?

03 UNDERSTAND IT

Decide what this moment requires.

Help managers consider what they know, what they're assuming, and whether the situation needs attention.

REFLECT

- What do I know, and what am I assuming?
- What impact is this having?
- Am I hesitating because it doesn't need attention, or because addressing it feels uncomfortable?

Before you teach managers how to give feedback, teach them to see the moment.