

# SPIRAL Feedback Process



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**START:** Find a suitable time/place. 'Do you have a minute?' 'Can we talk?'

**POSITION:** Provide a clear context for the discussion.

**If POSITIVE:** Identify the specific situation, skill or outcome you were pleased with: 'I liked how you handled the meeting yesterday.' 'You write good reports.'

**If PROBLEMATIC:** Describe with facts and evidence - what you saw and heard. Show understanding: 'I understand you aren't yet familiar with the new computer system...' 'I know you have a busy schedule'.

**INTENSIFY the positive:** Explain in detail what it was you were impressed with: 'I'm impressed with how remained calm during that tricky meeting.' 'The first para of your report was focused and detailed, clearly framing the overall content.'

**INSTEAD of the problematic:** What you would like the person to do instead - what does 'good' look like? Be clear about the behaviour you would like to see. Share specific examples of where the person has demonstrated desired behaviours before/in other areas of their work.

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**REWARD:** Reinforcing the positive: share the benefits of the desired behaviour, speculate with them about what good things could happen if they were repeated. Encouraging change: Share benefits of the change for yourself and others. Ask them how the change would benefit them.

**ACTION + LEAVE:** Conclude with an agreement on steps. Ask for their ideas/share yours. When will you review?

