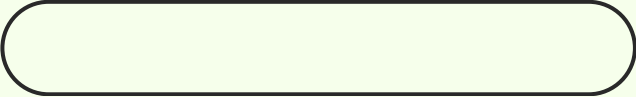




IMPROVING MANAGER FEEDBACK QUALITY IN A GROWING ORGANIZATION

DESIGNING LEARNING SYSTEMS TO IMPROVE DECISION-MAKING,
PERFORMANCE CONVERSATIONS, AND TEAM EFFECTIVENESS

INSTRUCTIONAL DESIGN PORTFOLIO |
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IMPROVING MANAGER FEEDBACK QUALITY

Learners: First-time and mid-level people managers
Industry: Corporate / Professional Services

As the organization scaled, managers struggled to deliver clear, consistent, and constructive performance feedback. Many avoided feedback conversations entirely, while others delivered feedback that was unclear or poorly received.

This resulted in:

- Declining employee engagement
- Repeated performance issues
- Inconsistent team outcomes across departments

These issues created leadership inconsistency, increased HR dependency, and slowed team-level performance improvement as the organization scaled.



ANALYSIS & KEY INSIGHTS

Analysis of existing leadership training, manager feedback patterns, and employee engagement data revealed that:

- Managers understood what feedback was, but not how to deliver it effectively
- Existing training focused on policies and frameworks, not real conversations
- Managers lacked confidence handling emotional reactions and resistance
- Feedback was often delayed, vague, or framed as criticism rather than development

Key Insight:

The core issue was not knowledge, but confidence and practical skill in real-world feedback conversations.

Assumptions & Constraints:

- Managers had limited availability, requiring learning to occur alongside active team responsibilities
- Feedback challenges occurred in emotionally charged, high-stakes moments, limiting the effectiveness of long-form training
- The solution needed to scale rapidly without increasing HR or L&D support load



DESIGN APPROACH & LEARNING STRATEGY

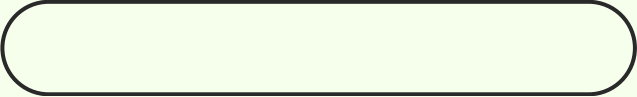
Given the behavioral and emotional nature of feedback conversations, the learning strategy prioritized decision-making, language practice, and confidence-building over theoretical leadership models.

The strategy focused on:

- Framing feedback as a leadership responsibility, not a disciplinary task
- Modeling effective feedback conversations through realistic scenarios
- Providing structured language managers could adapt to their own teams
- Supporting managers at the moment feedback was required, not weeks later

The approach emphasized practice, reflection, and immediate application to build confidence and consistency.





SOLUTION DESIGN & IMPLEMENTATION

The final solution included:

- Scenario-based learning modules featuring common feedback situations
- Conversation frameworks guiding managers through preparation, delivery, and follow-up
- Short practice activities allowing managers to evaluate response options
- Job aids and feedback templates to support real conversations
- Manager reflection prompts to reinforce learning after application

Learning assets were designed to be practical, concise, and directly applicable, enabling managers to use them immediately during real performance discussions.

This approach reduced reliance on live training sessions while ensuring managers had ongoing support during real feedback moments.





RESULTS & BUSINESS IMPACT

Following implementation:

- Managers reported increased confidence conducting feedback conversations
- Feedback quality became more consistent across teams
- Employees reported clearer expectations and improved communication
- HR involvement in routine feedback issues decreased

The program demonstrated that equipping managers with practical conversation skills improves performance, engagement, and leadership effectiveness.

Overall, the solution reduced leadership friction, improved consistency in people management practices, and decreased HR intervention in routine performance issues.



KEY DESIGN DECISIONS & STRATEGIC TRADE-OFFS

Throughout the project, design decisions were made to balance manager realities, organizational scale, and desired behavior change.

1. Prioritizing confidence and behavior over leadership theory
Rather than introducing additional leadership frameworks, the solution focused on building confidence through realistic practice and structured language managers could immediately apply.
Trade-off: This limited theoretical depth but significantly increased on-the-job application.

2. Choosing scenario-based practice over live role-play sessions
Scenario-based digital practice was selected to accommodate manager schedules and support scalable deployment.
Trade-off: This reduced real-time facilitation but allowed consistent exposure to common feedback challenges across teams.

3. Limiting customization to ensure consistency
While teams faced different performance contexts, the solution focused on universal feedback principles to ensure consistent leadership behaviors across the organization.

Trade-off: Some team-specific nuance was sacrificed in favor of alignment and scalability.

These decisions ensured the solution addressed real performance gaps without increasing training burden or operational overhead.

My Role:

Lead Instructional Designer, responsible for analysis, learning strategy, instructional design, and evaluation

SAMPLE LEARNING ARTIFACT: SCENARIO- BASED STORYBOARD

This storyboard excerpt demonstrates how scenario-based learning was designed to help managers practice effective feedback decisions in realistic workplace situations.

Scenario-Based Learning: Manager Feedback Decisions

Storyboard excerpt for manager capability development

Screen	Learning Objective	Content	Learner Action
1	Recognize ineffective feedback	A manager gives vague feedback after a team member misses a deadline.	Read scenario
2	Evaluate feedback options	Three feedback responses are presented, including one effective option.	Select best response
3	Reinforce effective feedback	Model feedback is shown with explanation of why it works.	Continue