

Design Document

Training Title: Feedback Fundamentals

Business Goal and Problem	Keep the hiring budget on track, by increasing employee retention by 10%. New hires have not been exposed to feedback and are quitting, at a higher rate (by 10%) than budgeted for, upon receiving feedback. This business handles the revenue cycle for healthcare at a local hospital. Phase 1 of training.
Target Audience	Entry level new hires for this company. (generally new to this industry) Average age is mid 20's. Highschool graduates with basic computer skills.
Learning Objectives	Terminal LOs: 1-Apply a growth mindset when receiving feedback. 2-Ask clarifying questions to promote productive feedback sessions. Enabling LOs: 1- Differentiate between growth mindset vs. fixed mindset. 2-Connect affirmations with a growth mindset. 3-Differentiate between Clarifying questions and Probing questions. 4-Identify clarifying questions.
Training Recommendation	Delivery Method: E-Learning using Articulate Storyline Approach: Scenario and performance based training (single scenario followed throughout the module)
Training Time	Approximately 15 minutes
Deliverables	Storyline source file, storyboard including script, & SCORM file

Training Outline

- Welcome to training
- Navigation Tutorial (learners choice)
- Learning objectives
- Apply a growth mindset when receiving feedback.
 - Best practices for receiving feedback
 - Be willing to accept feedback with a positive open mind.
 - Positive intent= positive behavior change
 - Use affirmations
 - Pragmatically not emotionally
 - Defensiveness results are negative for learner
 - Adopt a Growth Mindset
 - Be thankful for help improving
 - Growth vs. fixed mindset comparison graphic
(I can vs. I can't or needs effort vs. it's too hard)
 - Be non judgemental
 - About person delivering feedback
 - Neutral environment for exchange of feedback
 - Be vulnerable
 - You could learn something
 - Express feelings
 - Ask clarifying questions
 - Separate your performance from your identity
 - It's about your performance not you as a person
 - Admit if you need time to process
 - Take control
 - Handle Cognitive dissonance
 - The mental discomfort or psychological stress experienced by a person that simultaneously holds 2 or more contradictory beliefs.
 - Growth mindset vs. Fixed mindset
 - What's your mindset?
 - In depth comparison of Growth vs. Fixed mindset
 - Use graphics to illustrate different thoughts for each mindset.
 - determine your current mindset about feedback.
 - What are positive affirmations?
 - Transform negative thinking to positive
 - Decrease negative self talk
 - Cultivate positive mental attitude
 - Improve mental fitness

- Examples to use while preparing for feedback at work.
- Knowledge Check (drag and drop)
- Ask clarifying questions to promote productive feedback sessions.
 - Forming clarifying questions
 - Provide pause, delaying urges to jump to a reaction.
 - 2 types- Open or Validation questions
 - Open asks for elaboration on a certain part of the feedback
 - Validation gives the speaker a chance to confirm or not what the questioner is understanding.
 - Examples of clarifying questions or sentence starters.
 - Could you explain..
 - Could you provide more details...
 - What data supports this...
 - Could you talk me through...
- Knowledge Check (multi-select)
- Summary
- Conclusion

Level 2 Assessment: 2 ungraded knowledge checks after each terminal objective, Graded 5 question quiz at end of module with scenario based questions, passing rate 80%. If not passing, a review of the quiz is available between unlimited attempts . Learner's name included in scenarios on multiple questions.

Level 3 Assessment: Analyze hiring and retention rates, interview & observation of employees that went through training 3 months prior to gauge usefulness of training.