Closing the Loop

A conversation guide for sharing what you heard — Chapter 9

Closing the loop is what turns a feedback process into a conversation, and that conversation is what makes the next feedback process possible. It is not a confession. It is a summary.

Step 1: Prompt Acknowledgement

Within a day or two of the process closing — before the debrief, before the analysis — send a brief message to your raters:

> *"I wanted to let you know that the feedback has come in, and I'm working through it carefully. I'll come back to you in the coming weeks to share what I heard and what I'm planning to focus on."*

Step 2: The Conversation (2–4 weeks after receiving results)

A team meeting is usually the right setting. The conversation does not need to be long. A few minutes is often enough. What it does need is to be genuine. A sample script:

> *"I wanted to come back to you all on the feedback process we ran a few weeks ago. I've spent some time working through the results, and I wanted to share a couple of things that stood out. Overall there was a lot that was genuinely encouraging, and I want you to know I heard it. There were also some consistent themes around things I could do better, and the two I'm going to focus on first are [area 1] and [area 2]. I'm going to be experimenting with some changes in both of those areas over the next few months, and I'd really welcome any observations you have as we go."*

What This Does

- Confirms to participants that their time was not wasted.
- Demonstrates that you can hear feedback without becoming defensive.
- Creates accountability — once you have told people what you are working on, you have a natural incentive to follow through.
- Opens the door to ongoing dialogue.

Step 3: Demonstrate Change

Start small. Stay consistent. Let the change accumulate. Small, consistent changes signal genuine responsiveness more reliably than large, sudden ones.

What NOT To Do

- Do not share your full report or read out your scores.
- Do not explain, justify, or defend.
- Do not treat the team as a therapy group.
- Do not wait too long — the longer the silence, the harder it becomes.