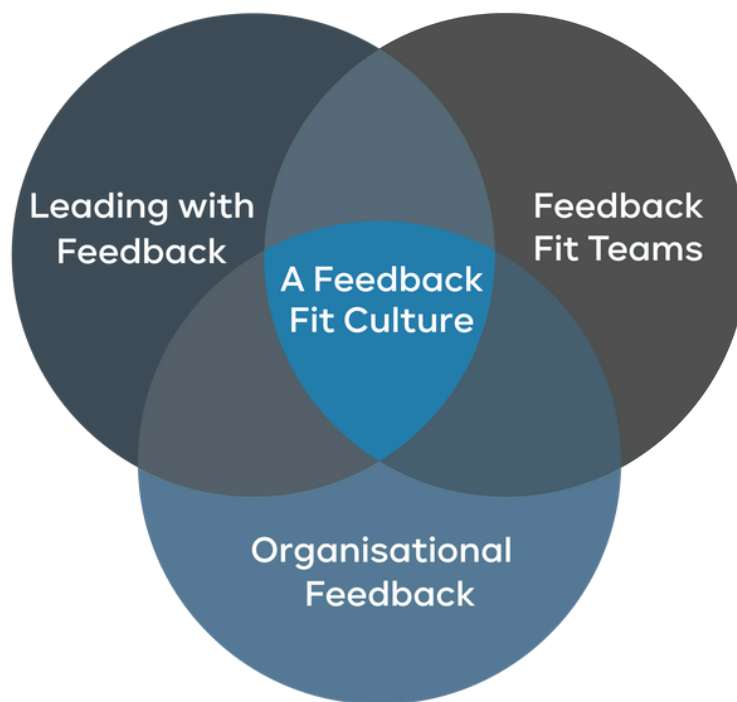


# FEEDBACK *Fitness*

Support Leaders to feel more confident and courageous to have Feedback conversations that improve performance at work.



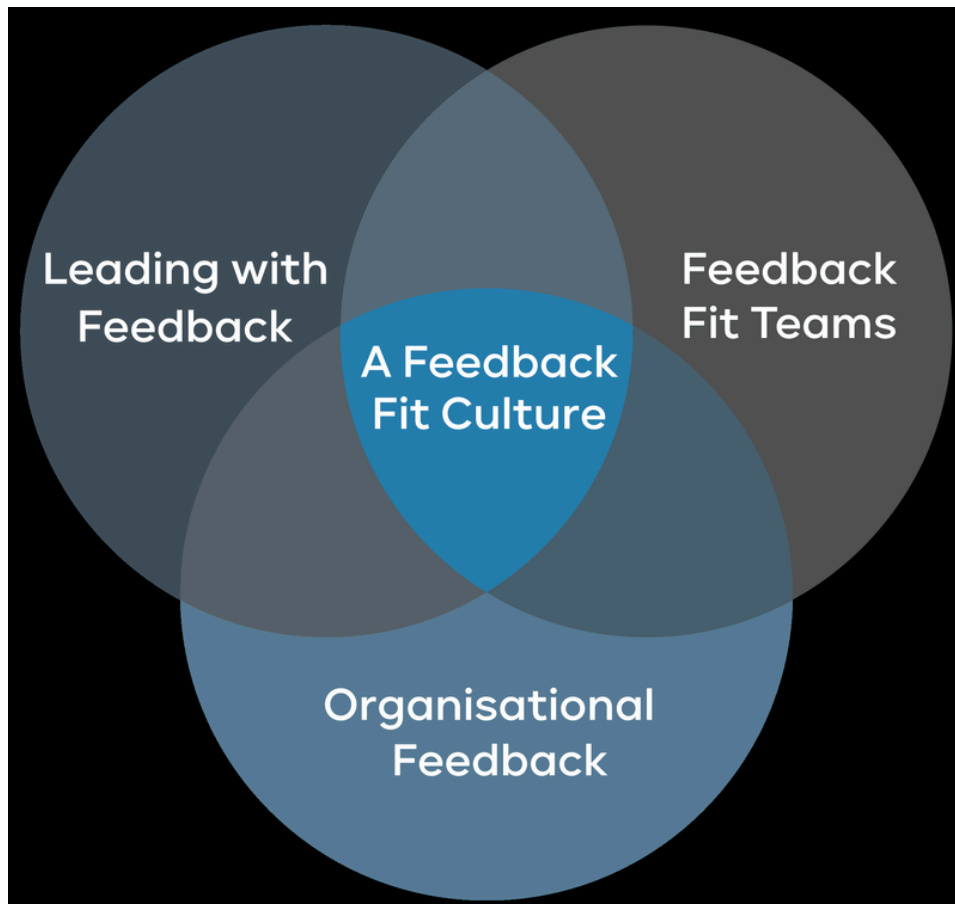
Empower Leaders to offer and receive useful and effective feedback that holds people accountable.

Recent and current clients include:



# Create a Feedback Fit Culture within your organisation

The Feedback Fitness Framework can be used to create a culture where Feedback conversations are embedded into the fabric of the organisation.



## Leading with Feedback

Feedback Fit Leaders are those who are skilled in having effective Feedback Conversations. More importantly, have the mindset that enables them to consider feedback as one of the greatest tools for improving performance in themselves and others.

## Feedback Fit Teams

In a Feedback Fit Culture, all Leaders are open to both offering and receiving feedback, regardless of their title and role. Feedback conversations within teams are normal, welcomed and expected.

## Organisational Feedback

An organisation with a Feedback Fit Culture has systems in place that are interwoven into all appropriate cadences, rhythms and routines. There is a common language, and feedback is embedded in the Leadership Framework, existing policy and procedures, for example in recruitment, induction, onboarding, annual performance reviews and exit interviews.

## **Support Leaders to feel more confident and courageous to have Feedback conversations that improve performance at work.**

### **Are you a Senior Leader finding that:**

- We have an avoidance culture, one where Leaders would rather be perceived as 'nice and polite', so avoid having the courageous conversations that need to be had to improve performance.
- Some Leaders see feedback as once a year tick and flick task, especially when it comes to holding people accountable and performance reviews processes.
- You are worried about the risk of complaints, bullying claims, stress claims & litigation that might result from poorly delivered feedback.
- Some Leaders fear offering feedback because they find it uncomfortable, yet everyone has the right to receive quality feedback.
- Some Leaders expect others to be able to receive their feedback – yet they sometimes struggle to receive it themselves.

### **Many Leaders say they are:**

- Fearful about how feedback will be received and worried a complaint will be made against them if they muck it up.
- Thinking they should already have these skills, 'I can't admit I struggle with this skill'.
- Worried about damaging the relationships with the people they work with – so they avoid giving feedback.
- They are worried good people will leave if they are not used to being held accountable and they start now.
- Aware they have let poor behaviour go in the past, and feel they can't bring it up now- 'it's too far gone'.
- Wanting a framework in place so everyone has a common language when it comes to the Feedback culture within the organisation.

**FEEDBACK**  
*Fitness*

**Invest in your organisation's culture  
so courageous conversations are  
normal, expected and prepared for.**

## Feedback Fit Leaders are skilled in offering useful and effective feedback.

Feeling when offering Feedback	Focus	Leader's ability to influence change through Feedback
Courageous	Purpose	80-99%
Confident	Practice	60-80%
Comfortable	Patience	40-60%
Clumsy	Permission	20-40%
Confused	Protection	0-20%

## Feedback Fit Leaders are empowered to choose how they respond when feedback receiving.

Openness to receiving feedback	Willingness to have difficult conversations	Performance
Resilient	80-99%	Excellent
Receptive	60-80%	Good
Reluctant	40-60%	Inconsistent
Resistant	20-40%	Average
Rejecter	0-20%	Poor

## The Feedback Fitness Framework

The Feedback Fitness Framework uses a simple metaphor of a Warm up, Workout, and Cool Down.

# Feedback Fitness



### Warm Up:

This is where we have a conversation about feedback before we offer any. We ask the recipient what they believe about receiving feedback. We explain our intentions, and we ask permission.

### Work Out:

This is where we offer and receive the feedback. Generally, we offer Acknowledgment Feedback, followed by Evaluation Feedback, followed by Guidance Feedback. The order is super important. It can go pear-shaped if we skip a step.

### Cool Down:

This is where we check on the recipient, our relationship, and the effectiveness of the feedback itself. This is where the recipient can ask for further clarification and is not left wondering what the Leader's feedback meant.

# The Feedback Fitness Framework



## **Warm Up + Work Out = Deep Listening**

When both the person offering and recipient are clear on the way the feedback is best delivered, the best feedback will be delivered! The person offering will feel more prepared, and the recipient will have a clear idea on the intention of the Leader. Both will feel safe enough to truly listen to the other.

## **Work Out + Cool Down = Continuous Improvement**

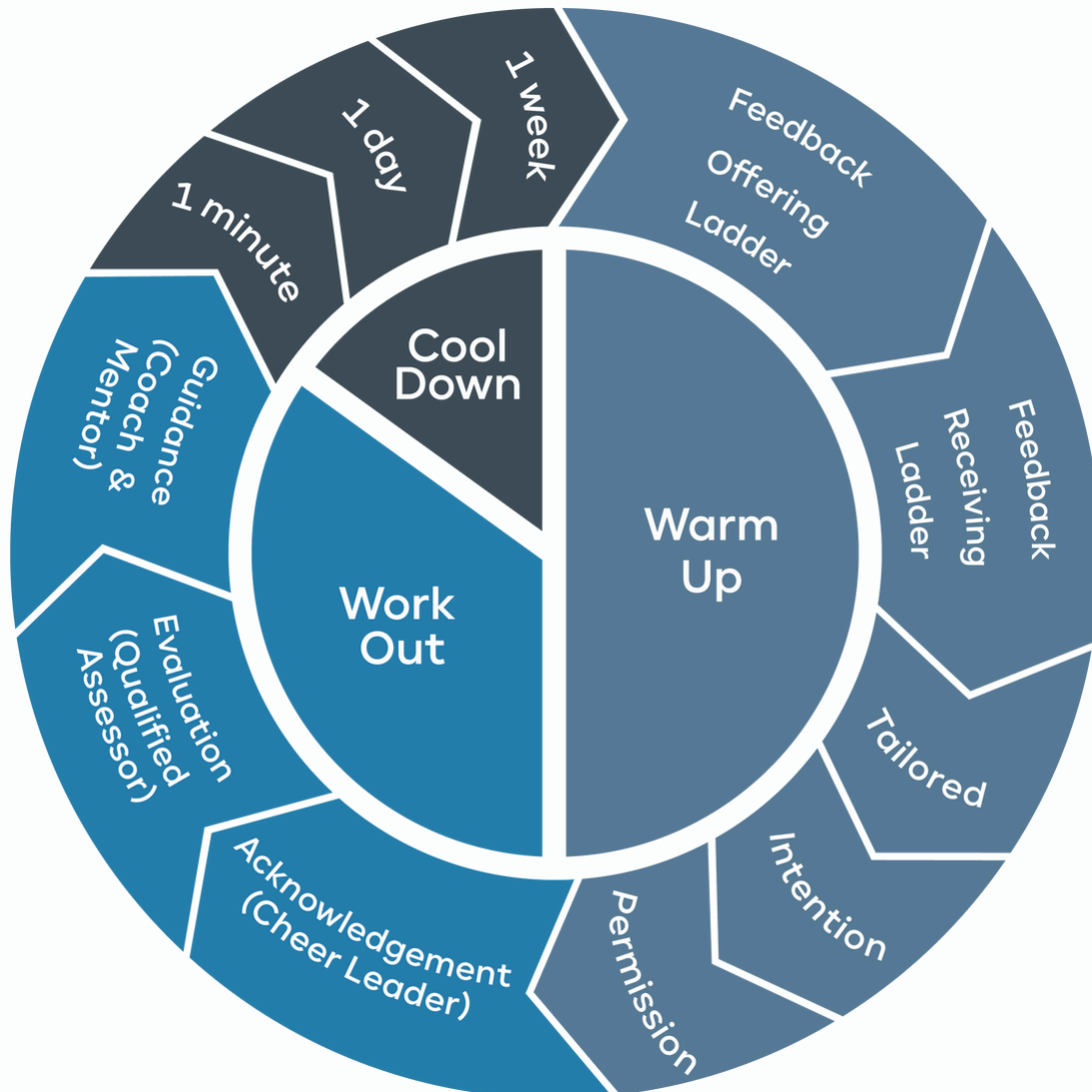
Because the feedback is delivered and received well in the Work Out, and the Cool Down allows for clarification, further questions, next steps and continuous improvement. Recipients feel safe to share how they went implementing the feedback offered to them (or not!)

## **Cool Down + Warm Up = Well Being**

The Cool Down and Warm Up are both about promoting psychological health at work. They are simple controls that reduce the risk that feedback will be experienced as a psychological hazard. This intersection allows for Deep Listening and Continuous Improvement to occur.

# Empower Leaders to offer & receive useful and effective feedback

The Feedback Fitness Framework provides a user friendly, step by step process for Leaders.



**‘When I’m receiving feedback, and I want to stay aligned with my value of courage, I say to myself, I’m brave enough to listen.’**

**Brene Brown**

Thank you for facilitating our team's Feedback Fitness workshop with a twist! Your adaptability, flexibility and awareness of team dynamics ensured that the focus of the workshop met our key objectives and explored key areas that shifted mindsets. A powerful experience that has invoked positive conversation that will contribute to a feedback culture within our team. Thank you!

**Daniella McClure, Manager Property Services, City of Greater Bendigo**

# Feedback Fitness Outcomes

The Feedback Fitness Framework supports Leaders with strategies to:

- Embed feedback as a core leadership tool to drive individual, team, and organisational performance.
- Actively seek and apply feedback to strengthen leadership effectiveness and decision-making.
- Use feedback to strengthen relationships, enhance collaboration, and build a psychologically safe workplace.
- Coach and Develop Teams: Provide regular, actionable feedback to accelerate team growth.
- Empowers Others: Use feedback and coaching to build confidence, autonomy, and accountability.
- Develop structured feedback mechanisms to ensure employees receive timely, strengths-based feedback that enhances performance.
- Encourage a Feedback Fitness culture, role-modelling the practice of seeking, offering, and applying feedback constructively.
- Link feedback to measurable outcomes, reinforcing that ongoing feedback is integral to leadership effectiveness and organisational success.



'It is rare for a workshop to have such a profound impact. Sue completely changed the way I go about providing feedback. The time flew by. It was worth every minute'.

**Rose Bruhn, Brimbank City Council, Manager,  
Community Learning and Participation**





# Feedback Fitness Inclusions

Inclusions	
Preparation & Design Meeting with Manager	
Pre and Post 'Feedback Fitness' Survey	
A copy of the book, Feedback Fitness' for every participant	
Live Feedback Fitness Workshops	
Additional resources such as participants manual, links to books, Ted talks, Podcasts, copy of presentation slides etc	
Debrief Meeting with Manager	
Evaluation report within 7 days of the Workshop	

Sue's facilitation of the Fitness Feedback workshop was truly exceptional. Her approachability and delivery of invaluable information and tools have ignited a positive culture shift within our department. Participants unanimously agree that this workshop stands out as the most impactful and leadership teams are enthusiastic about integrating these practices into their team dynamics.

**Claire Benzie, Manager, Family Health Support Services, Frankston City Council**

# What Leaders are saying about Feedback Fitness

Sue did an amazing job presenting on such an important concept (Feedback Fitness). Extraordinary knowledge and brought it to life through personal anecdotes. Well done!

**Aaron Morgan, Culture Lead | People, Culture and Leadership, City of Melbourne**

Sue's facilitation of the Fitness Feedback workshop was truly exceptional. Her approachability and delivery of invaluable information and tools have ignited a positive culture shift within our department. Participants unanimously agree that this workshop stands out as the most impactful and leadership teams are enthusiastic about integrating these practices into their team dynamics.

**Claire Benzie, Manager, Family Health Support Services, Frankston City Council**

My whole perspective on feedback changed after attending Sue's mini Masterclass. I found it rewarding. I took my team on this Feedback Fitness journey. Thanks Sue.

**Priya Kirubasankar, Area Manager, VicRoads**

I had the pleasure of organising and participating in the Feedback Fitness program, facilitated by Sue at Pacific Blue. The program was exceptional, providing both managers and staff with the opportunity to deeply dive into the art of feedback. Sue's expertise and engaging approach equipped us with the necessary tools to have meaningful and useful feedback conversations. This program has improved our communication skills and has been invaluable for our people's growth and development.

**Evelyn Wiese, Manager, Employee Experience, Pacific Blue**

Attending the Feedback Fitness workshop with Sue Anderson was incredibly insightful with practical experiences. Sue's engaging style and understanding of human behaviour made the session thought-provoking and relevant to leadership and team dynamics. I walked away feeling more equipped to support my team with courageous conversations.

**Lisa Cranham, Hotel Services Manager, St John of God Geelong Hospital**

Thanks Sue Anderson, you have given the team enough tips to create a culture where offering and receiving feedback is normal. I strongly believe that this is a key attribute for high-performing teams.

**Jay Jeyakanthan Manager Project Management Office at Swan Hill Rural City Council**

I enjoyed the Feedback Fitness session, Sue made it engaging, relatable and enjoyable. It was a great opportunity to network with others in the industry. A great session, I loved it!

**Fiona Bergin, City of Maribyrnong, City Planning Co-ordinator**

It was a pleasure to host Sue Anderson in Broome last week for her Feedback Fitness workshops. Sue is an outstanding facilitator, and our leadership groups were highly engaged throughout the sessions. We couldn't recommend her highly enough!

**Trenna Wage, Leadership Development Coordinator at Kimberley Aboriginal Medical Services**

# Sue Anderson



## About Sue:

Sue Anderson is one of Australia's leading experts in Emotional Intelligence in the workplace. Her specialty is helping leaders develop mental toughness so they can excel (not handle) in the pressures of leading teams.

A highly sought-after mediator, speaker, coach, trainer and author Sue Anderson works with organizations and businesses to develop highly functional and productive workplaces, with confident, resilient, and motivated employees.

As a Thought Leader in the areas of resilience building and individual empowerment, Sue utilizes her cutting-edge methodology to help leaders and teams move from a place of fear and dysfunction to a highly engaged, confident workforce. By integrating and refining areas including communication, motivation, beliefs and emotion, Sue's programs empower employees, enabling ongoing positive human interaction in the workplace and beyond.

With qualifications in psychology, management, quality assurance, training and Neuro-Semantics, Sue's unique approach is accessible, fun and builds capability rather than taking a punitive or Band-Aid approach to improving productivity in the workplace. Sue has worked successfully in the area of resilience with children and adults since 2007. Her new book 'Feedback Fitness' was recently released. Sue believes that developing a Feedback Fit workplace culture is critical to improving everyone's wellbeing and quality of life.

Sue has worked with over forty Victorian Local Councils, State Government and across many different industries.

If you are ready to invest in your Leaders, please contact Sue:

0417 052 739

[sue@sue-anderson.com.au](mailto:sue@sue-anderson.com.au)



*Sue Anderson*✱