

The art of feedback:

Support observers with a system that ensures learning-focused conversations

Start at the system level

“Feedback that leads to growth and improvement is data-driven, is based on shared definitions and understandings between parties, acts as a foundation for conversation, and sets goals and improves practice by naming strengths and gaps in relation to a clear set of standards.”

- Laura Lipton

Codirector of MiraVia & co-author of *Learning-Focused Supervision*

Source: **Armstrong, A. (2012, Summer)**. The art of feedback: Support observers with a system that ensures learning-focused conversations. *The Learning System*. Learning Forward: Oxford, OH. Available at www.learningforward.org/learningsystem



Create alignment

- System, school, and individual goals
- Professional learning standards
- Instructional standards
- Common language
- Induction and orientation
- Coaching and evaluation
- Formal and informal observations
- Targeted feedback
- Outcomes of conversations

Source: **Armstrong, A. (2012, Summer)**. The art of feedback: Support observers with a system that ensures learning-focused conversations. *The Learning System*. Learning Forward: Oxford, OH. Available at www.learningforward.org/learningsystem



Reduce anxiety

Establish culturally shared beliefs that

- Observers are growth agents
- Everyone can move forward to improve practice
- Feedback conversations establish a baseline and clarity about desired growth and desirable practice

Source: **Armstrong, A. (2012, Summer)**. The art of feedback: Support observers with a system that ensures learning-focused conversations. *The Learning System*. Learning Forward: Oxford, OH. Available at www.learningforward.org/learningsystem



Design productive conversations

Build conversations that

- Explore and improve practice
- Are data-driven
- Are inquiry-based

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Provide ongoing support

- Modeling and norming activities
- Co-observations
- Calibrations
- Data analysis

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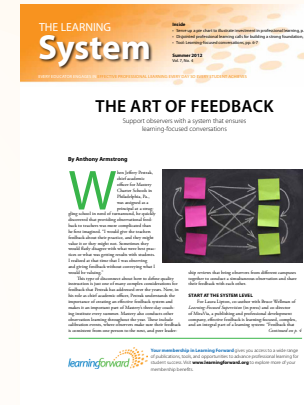
Download the article and accompanying tools

Read the full article, published in *The Learning System* (Summer, 2012).

Download the accompanying tool:

Learning-focused conversations: A template for planning and reflecting

Available at www.learningforward.org.



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