**Characteristics of Quality Feedback to Guide Professional Learning**

By Clark and Duggins

Feedback is the Breakfast of Champions

|  |  |
| --- | --- |
| **Feedback is …** | **Feedback is not …** |
| Direct and honest | Ambiguous and misleading, withheld or avoided due to time constraints, sugar-coated, diluted, or filtered in an effort to protect self-esteem |
| Frequent | Sporadic, occasional |
| Clear, specific, detailed, action-oriented | Vague, general |
| Brief but informative | Lengthy and overwhelming, but empty |
| Based on observable data | Personally biased |
| Suggestions, supported with evidence | Advice, not supported by an action plan |
| Followed by ongoing support and leads to new learning | A one-shot deal |
| Constructed to elicit a cognitive response | Constructed to elicit an emotional response |
| Focused on continuous improvement | Focused on single instances |
| Ultimately intended to help mentee | Intended to be evaluative |
| Individualized and thoughtful | Generic and meaningless |
| Accountability (personal and professional) for both the giver and receiver | Unregulated, unstructured or consequences-free |
| Intentional | Accidental, unplanned |