



# Manager Feedback Toolkit

**Design for Capability. Not Perfection.**

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## Purpose

Feedback is one of the biggest drivers of performance—and one of the most common failure points.

This toolkit ensures feedback is:

- clear
- structured
- bias-aware
- actionable

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## How to Use It

Use in:

- weekly 1:1s
- onboarding check-ins
- performance reviews

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## Feedback Framework (STAR-Based)

### Situation

What happened?

## **Task**

What was expected?

## **Action**

What did the person do?

## **Result**

What was the outcome?

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## **Feedback Scripts**

### **Reinforcing Strength**

“I noticed how you handled [situation]. The way you [action] created [result]. That’s a strong capability, keep building on it.”

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### **Development Feedback**

“In [situation], I observed [action]. A more effective approach could be [alternative]. Let’s work on this together.”

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### **Confidence-Based Feedback (Important for Returners)**

“You are on the right track. What you’re building now is consistency—this will come with repetition.”

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## **Bias Interrupters**

Before giving feedback, ask:

- Am I evaluating performance—or style?
- Would I give the same feedback to someone else?

- Am I focusing on outcomes or assumptions?
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# Calendar Audit Template

*(See Toolkit Index)*

## Who This Tool Is For

This tool is designed for leaders, teams, and organizations that want to create inclusive, high-performing work environments.

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## Purpose

Culture is not defined by policies.

It is defined by calendars.

Meetings, timing, and expectations often unintentionally exclude:

- caregivers
  - part-time employees
  - returners
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## How to Use It

1. Review team calendars over 2–4 weeks
  2. Identify patterns and inefficiencies
  3. Redesign collaboration rhythm
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## Audit Template

### Meeting Analysis

Meeting Type	Duration	Participants	Purpose	Necessary? (Y/N)
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## Key Questions

- Are meetings scheduled outside core hours?
  - Are they longer than necessary?
  - Do all participants need to attend?
  - Is there a clear purpose?
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## Core Collaboration Hours

Define:

e.g. 09:00–16:00

- ✓ Meetings should be within this window
  - ✓ Protect focus time outside
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## Optimization Actions

- Reduce meeting length (60 → 45 min)
  - Limit participants
  - Introduce no-meeting blocks
  - Use async communication
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## Success Metrics

- 20–30% reduction in meeting hours
- Increased productivity
- Higher employee satisfaction