



SKALENT®

Road Maps of Success

LEAP



APCER  
LIFE SCIENCES



# DRIVING A PERFORMANCE CULTURE

A practical playbook for managers:  
Evolving from backward-looking **Feedback**  
to forward-focused **Feedforward**.

© 2026 Skalent Consultancy Services Pvt. Ltd. All Rights Reserved.

This handout and all its contents are the exclusive intellectual property of M/s Skalent Consultancy Services Pvt. Ltd., shared solely for participants' personal learning and reference. Any unauthorized sharing, reproduction, or distribution, in whole or in part, constitutes a breach of confidentiality and intellectual property rights. By accessing, viewing, or using this material, participants acknowledge and agree to abide by these terms.

# The Rearview Mirror Problem

In the corporate world today, Feedback is trapped in rigid habits and biases. It is almost exclusively associated with two negative pathways:

## Path 1: Administrative

The Annual Appraisal, PMS, Performance Ratings, and justifying denied promotions or increments.

## Path 2: Punitive

Pointing out mistakes, mess-ups, errors, and inappropriate behavior.

**Takeaway:** This backward-looking approach creates procrastination and limits talent development.

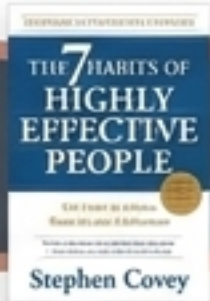
# Culture is Your Brand Value

The only way to improve tomorrow is to know what you did wrong today. – Robin S. Sharma

Feedback is the information sent to an entity about its prior behavior so it may adjust its future behavior to achieve desired results.

To drive a culture of excellence, Managers must step up as Change Champions. The new you must align with your organization's growth aspirations.

# The Foundation of Understanding



**Habit 5 (Stephen Covey) – Seek First to Understand, Then to be Understood.**

## Hearing



A passive, physiological act.  
Often done with the intent to reply, not to comprehend.  
Acts as a sounding wall.

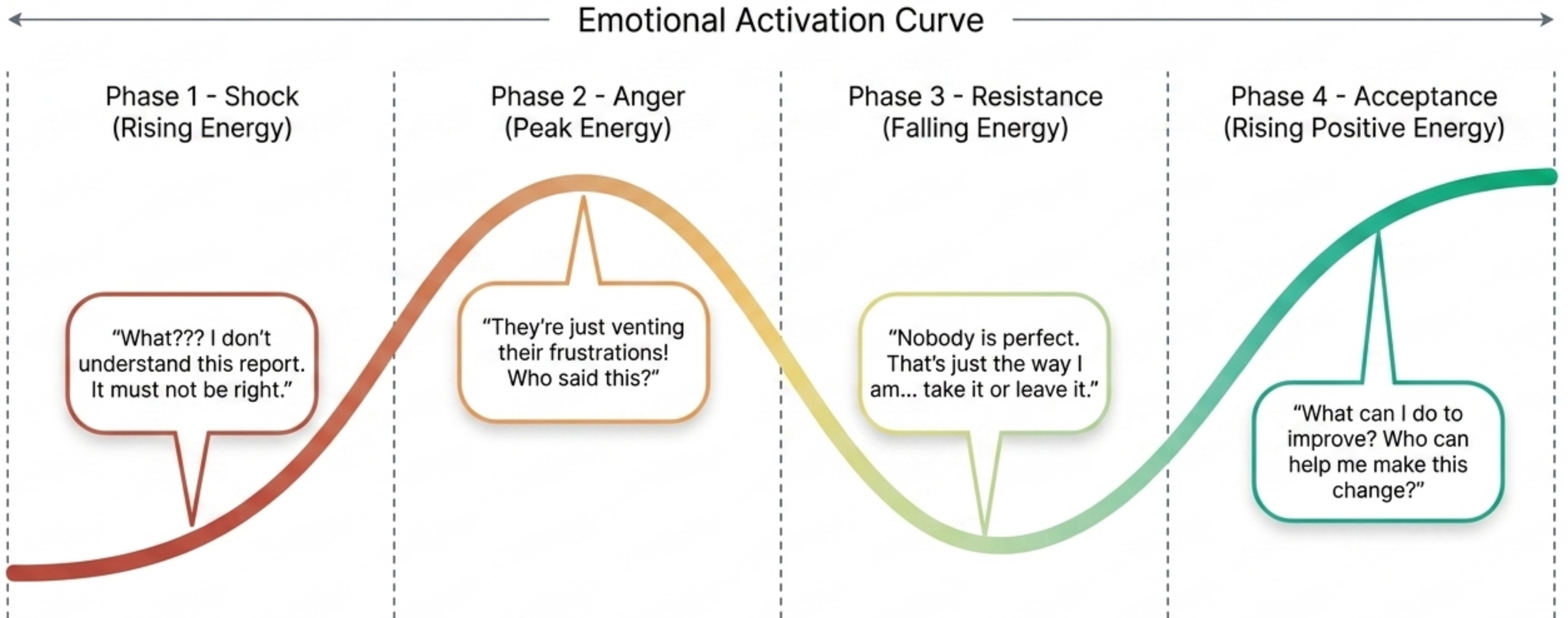


## Listening

An active, cognitive act.  
Done with the intent to understand the other person's perspective.  
Makes the receiver feel heard, valued, and receptive to new ideas.

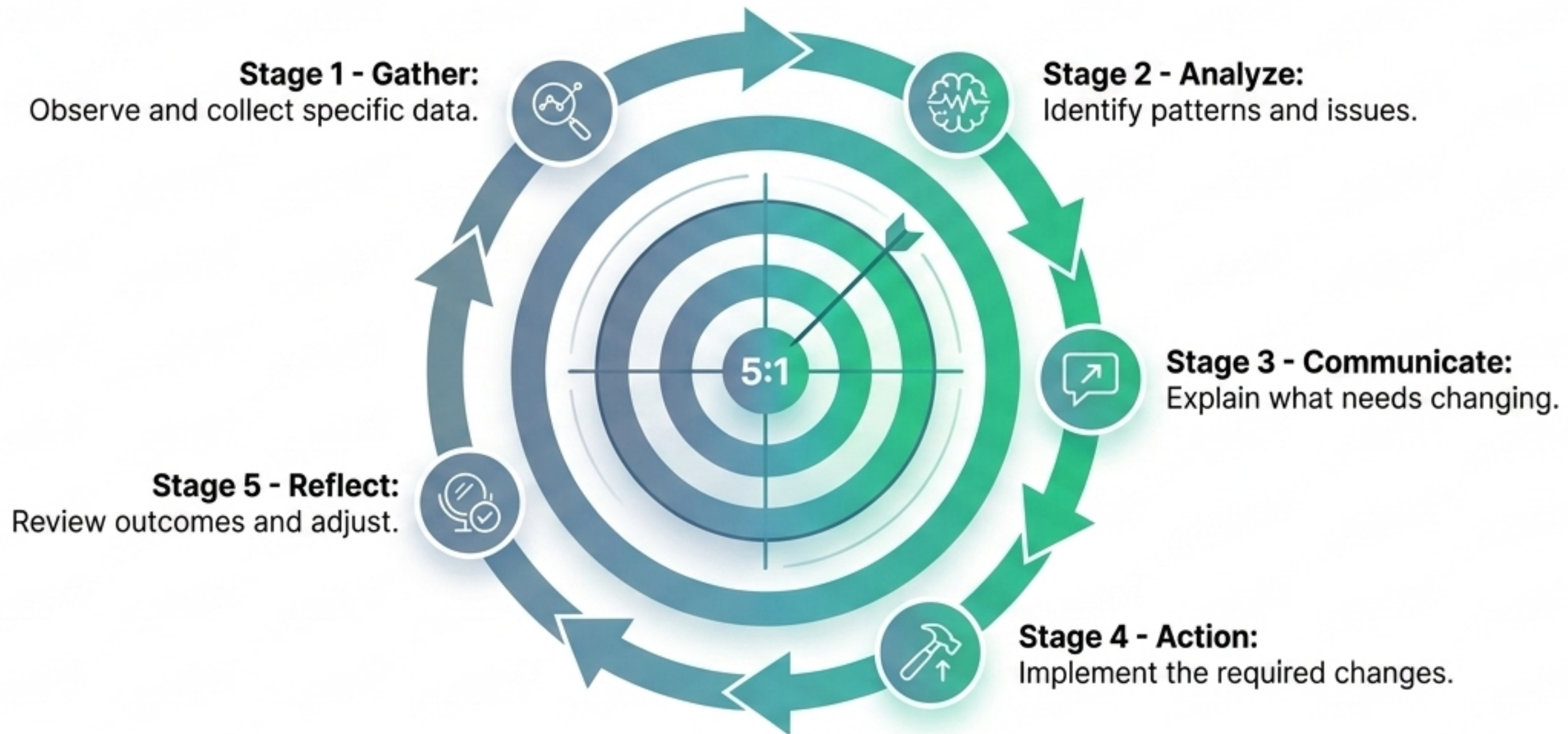
# Navigating the SARA Curve

The natural emotional response to difficult conversations.



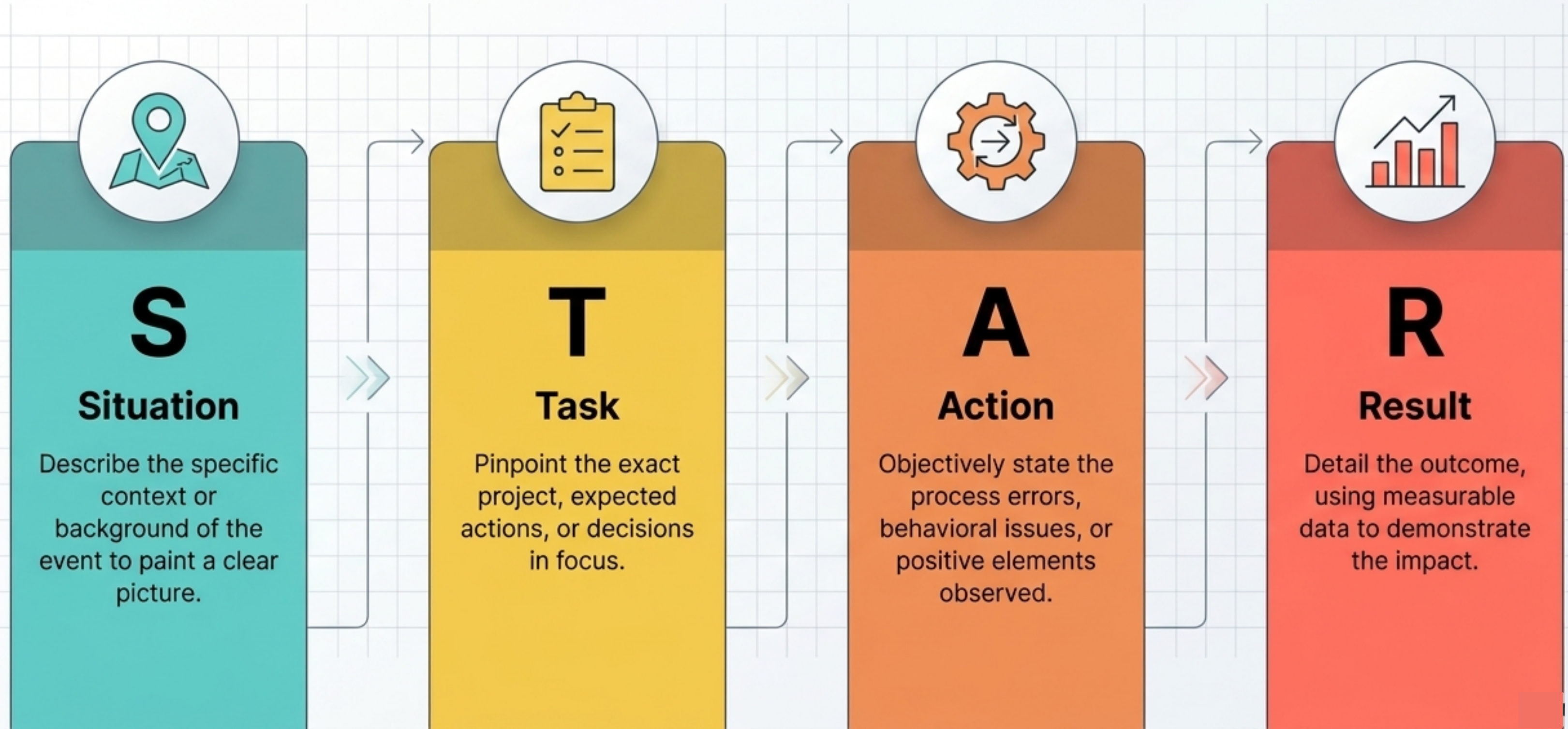
# The Constructive Feedback Ecosystem

The Core Rule: Use the 5:1 Approach (Positive to Constructive). Ground criticism in observable behavior, not personal judgment.



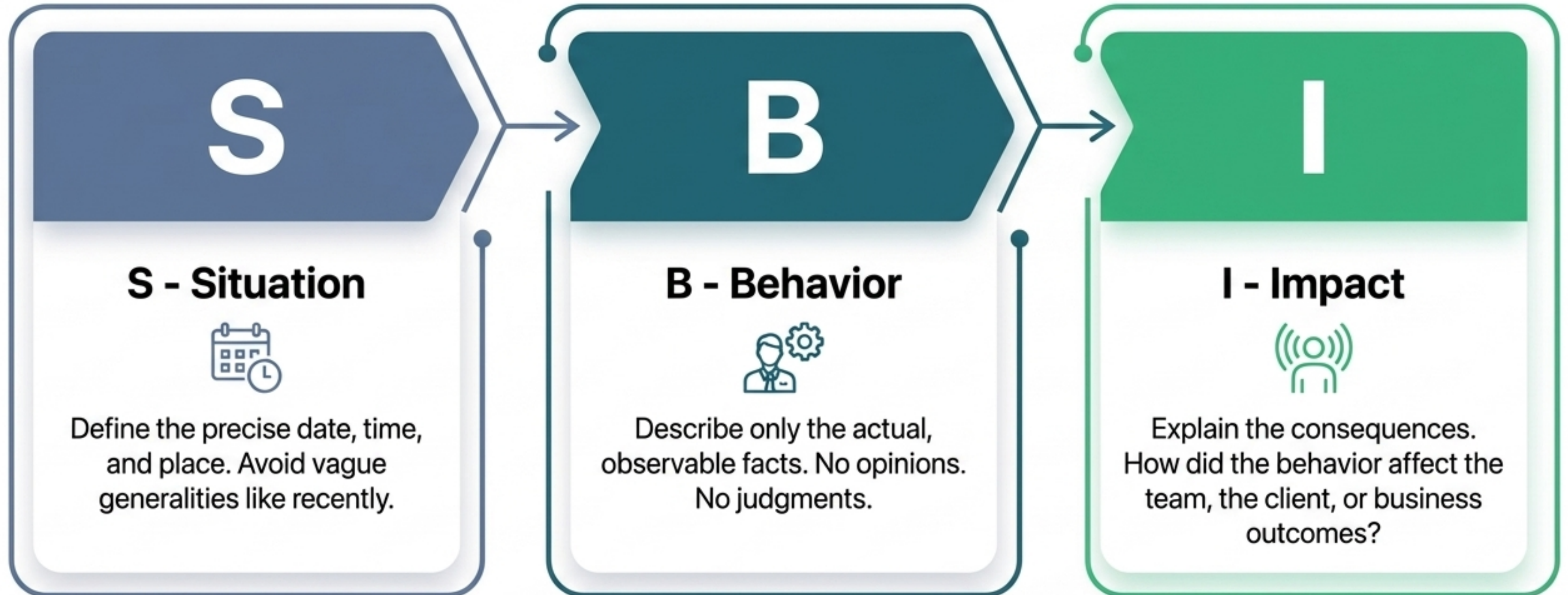
# Conversation Architecture: The STAR Method

Focus on observable behaviors to remove personal judgment.



# Conversation Architecture: The SBI Method

A simple, direct framework to prevent confusion and defensiveness.



# Processing Input: The 5R Receiver Framework

R

## Request

Take the initiative. Whom do you need feedback from?

R

## Receive

Actively listen. Ask clarifying questions. Understand without reacting.

R

## Reflect

Let it simmer. Consider relevance and select what to use.

R

## Respond

Close the loop. Be thankful and provide feedback on the feedback.

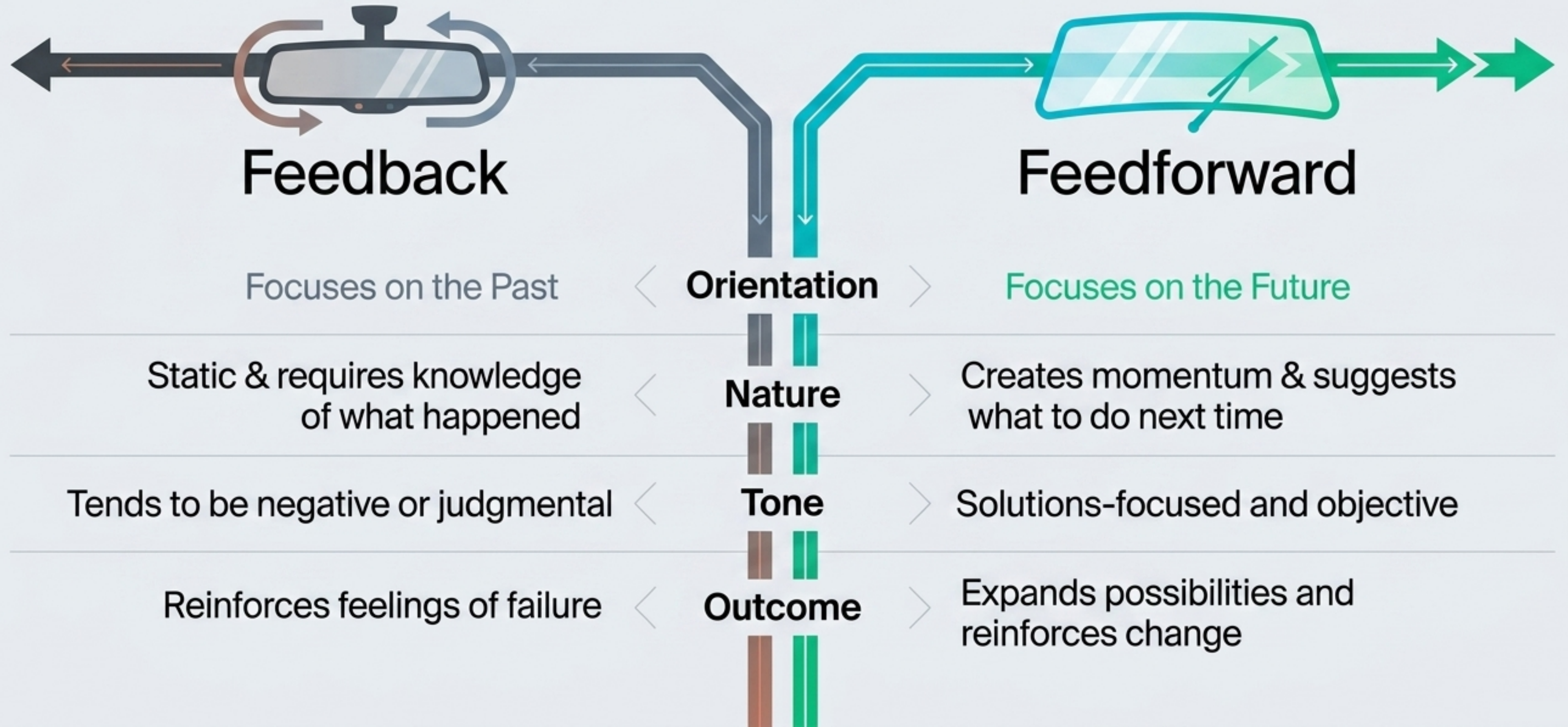
R

## Resolve

Outline concrete steps and share your plan for change.

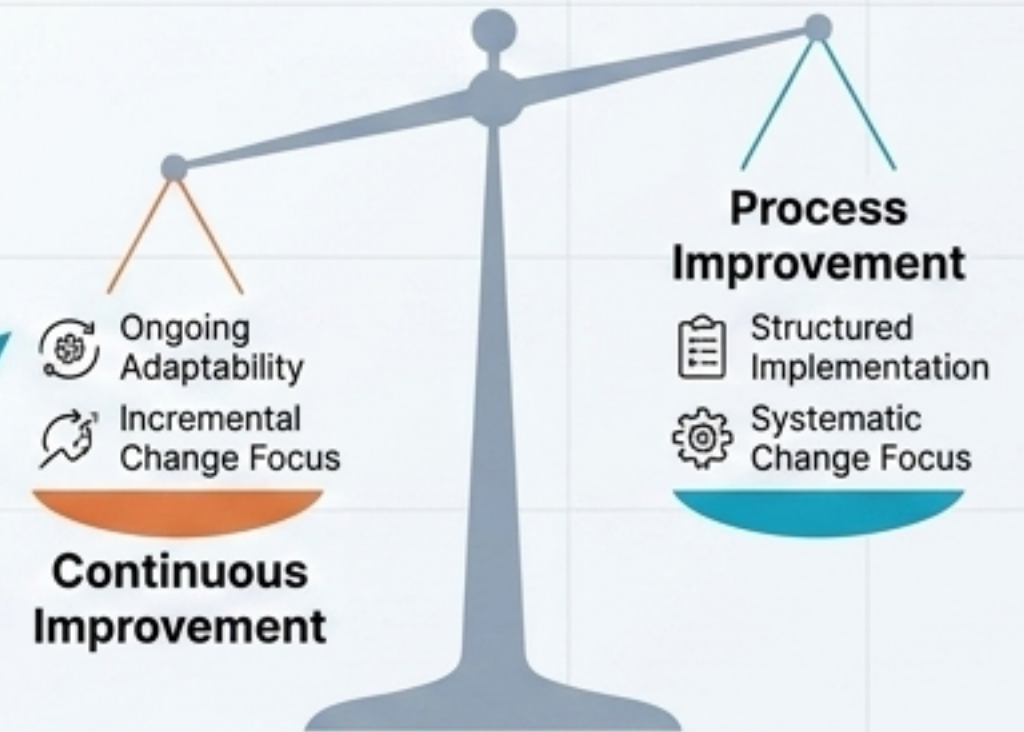
# The Ultimate Shift: Feedback vs. Feedforward

Marshall Goldsmith's framework for continuous improvement.



# Systemizing Growth: The PDCA Integration

Tying micro-conversations to  
macro-process improvement.



Continuous Improvement vs Process Improvement  
– demonstrating how this cycle balances everyday  
team evolution.