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Visit the companion website at  
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for more resources.

# Introduction

Dear colleagues,

This is a playbook about feedback. As with all our playbooks, we invite you to learn alongside us as we dive into those strategies, approaches, and influences that research says work best in our schools and classrooms. Playbooks help foster, nurture, and hopefully sustain active engagement with what works best in teaching and learning. This playbook is no different. We are grateful to be learning with you about a well-known but often misunderstood part of the learning process.

Your days, weeks, months, semesters, and years are jammed full of those responsibilities of the job of an educator. With very little downtime, we must ensure that what we do in our schools and classrooms and how we do what we do in our schools and classrooms are both effective and efficient. This includes giving, receiving, and integrating feedback.

Take a moment to circle, underline, and/or highlight the words *giving*, *receiving*, and *integrating* mentioned in the previous sentence. These three words will appear over and over again as we embark on this learning journey. While the importance of these three words may not be clear this early on in our journey, by the time you read the last sentence in this playbook, you'll find that these three words will guide you as you apply your learning to your own school or classroom.

In fact, for us, feedback is the one area that *can* cause the greatest strain on us as educators. While we may acknowledge and believe that feedback is an important and essential part of the learning process, we are confronted with challenges of feedback in our own classrooms. Maybe you can relate to the following questions, which are always on our minds:

1. When we have a full classroom of students and a variety of assignments and tasks, how can we possibly ensure that all of them get the feedback they need?
2. What type of feedback is most helpful in learning? Simply telling students that a particular response or action is not correct cannot be enough, right?
3. How do we get our students to receive the feedback and edit, revise, or change their approach the next time? What if our students simply toss the feedback in the book, desk, backpack, or, even worse, the trashcan?
4. What role do our students play in giving and receiving feedback? After all, they will not be in our classrooms forever and will have to transition to independent learners.

Could you hear yourself or your colleagues asking these same questions? Could you relate to each of the above four concerns about feedback? These questions and concerns are what lead us to actively engage with the question, *how does feedback work?*

What additional questions or concerns do you have about feedback? Write them out in the space below so that we can revisit them throughout our work in this playbook.

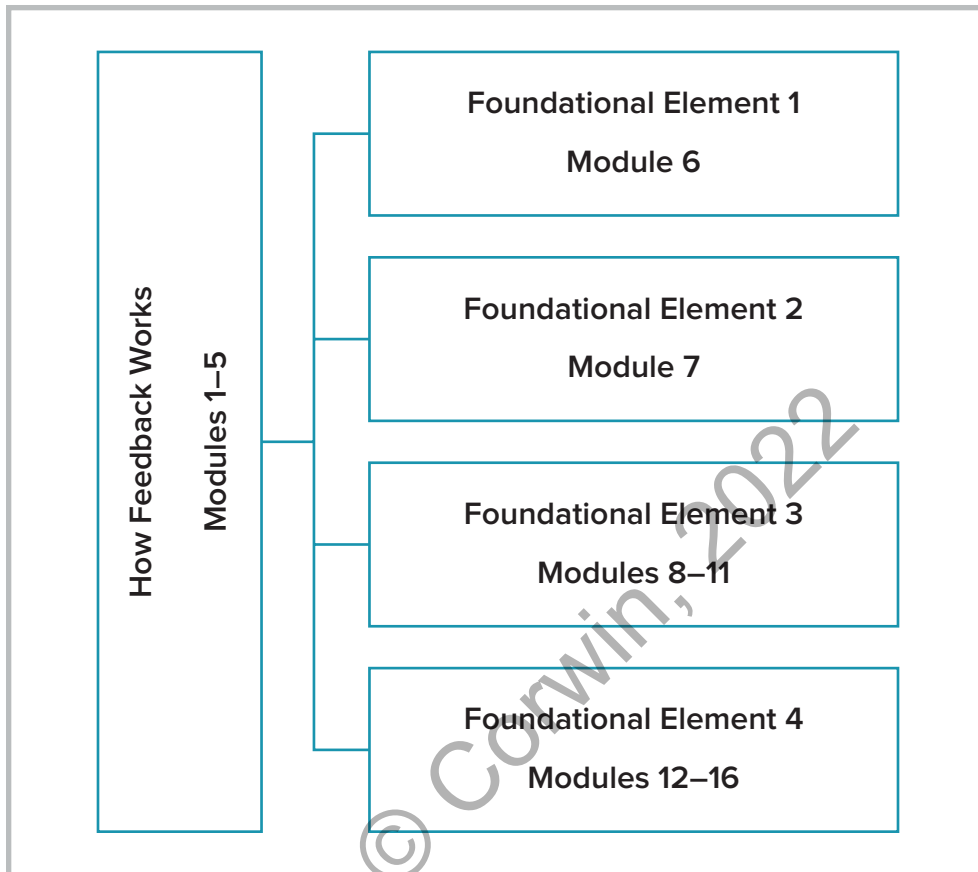
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If feedback is such an important and essential part of the learning process, we must uncover how to implement effective feedback effectively and efficiently in our schools and classrooms. Ignoring this important and essential part of the learning process will impede the learning progress of our students. That is something none of us wants to do.

Each of the modules in this playbook has a specific focus on understanding *how feedback works* and how to make feedback work in your unique school and classroom. We will be explicit about our focus within each module by providing a learning intention and desired outcomes. Moving from research to reality, each module will look at a specific aspect of feedback and provide examples and opportunities for you to apply that specific aspect to your school or classroom.

Part I of this playbook will set the foundation for giving, receiving, and integrating feedback. These first five modules will help us develop a definition of feedback, explore the latest research on feedback, identify barriers to giving, receiving, and integrating

feedback, and introduce the four foundational elements to high-quality, high-impact feedback. One by one, we will spend the remaining modules in the playbook taking a deep dive into each of the four foundational elements that make feedback work. To support the learning of these, we call these foundational elements the **Four Cs of Feedback**. Be patient; we will introduce those to you very soon.



Throughout the pages of this playbook, we strive to include examples from primary, elementary, middle school, and high school content, skills, practices, dispositions, and understandings. From building a case for the reduction of fossil fuels to analyzing primary sources in history to creating a still-life painting, feedback is essential to advancing learning. But we should not go at this alone—which is why we are joining you on this learning journey. Who will you collaborate with to uncover how feedback works?

## COLLABORATING FOR GREAT LEARNING

Each module offers you an opportunity for practice and application with a variety of grade levels and content areas. We encourage you to engage in this playbook by circling, highlighting, underlining, writing your own notes and responses, and using sticky



notes to mark pages. Most importantly, though, we encourage you to collaborate with your colleagues on this journey. Although using this playbook as part of your personal learning is fine, the opportunity to dialogue about *how feedback works* and collaborate on how to make it work in our school and classroom is best done collectively with colleagues. We offer three suggestions for collaborating with another to use this playbook:

- ➔ With an accountability partner
- ➔ With an instructional coach
- ➔ During your common planning or PLC+ meeting (see Fisher et al., 2020)

Let's start with accountability partners. The use of this playbook during common planning or your PLC+ meeting may not be feasible. You may be more comfortable partnering with a colleague across the hall, in another part of the building, or in another school. You and this colleague can move through the modules, engage in the tasks, implement ideas in your own classrooms, and debrief the impact this had on advancing student learning. You and this colleague will serve as accountability partners in increasing your understanding of *how feedback works* and leveraging your new learning in the design of your classrooms, learning experiences, and tasks.

A second way to work collaboratively through this playbook is to work alongside an instructional coach. Instructional coaches provide all of us with an outside perspective on the teaching and learning in our classrooms. They can provide us with the right feedback at the right time. In fact, working with an instructional coach may offer the opportunity for the instructional coach to build their capacity by applying *how feedback works* to the instructional coaching cycle. Either way, sitting down with an instructional coach, engaging in critical dialogue about *how feedback works*, designing experiences and tasks, and then working together to evaluate the impact on student learning is an invaluable asset to professional growth.

Finally, this playbook can support collaborative conversations during your PLC+ meeting (Fisher et al., 2020). The work of this playbook is another tool for the work you do in your PLC+. The use of these five guiding questions of PLC+ will keep the focus relentlessly on the learning of our students:

- ➔ Where are we going?
- ➔ Where are we now?
- ➔ How do we move learning forward?
- ➔ What did we learn today?
- ➔ Who benefited and who did not benefit? (Fisher et al., 2020, pp. 8–9)

In PLC+, teachers identify learning intentions and discuss ideas for instruction. They meet to review student work and figure out if their efforts have been fruitful. They also talk about students who need additional instruction or support for success (see the following table). To revisit an earlier idea, understanding *how feedback works* is essential in navigating the implementation of effective feedback and advancing learning. This is best done together, during our work as a community of learners.

## HOW THIS PLAYBOOK SUPPORTS THE WORK OF PLC+

PLC Question	Module
Where are we going?	The nature of the feedback given and received tells us where additional teaching and learning are necessary. This requires that we maintain clarity about the learning. <b>Modules 1–5, 8, 9</b>
Where are we now?	Noticing where our learners are in the progression and the generation of evidence to make teaching and learning visible tells us where we are now. <b>Modules 9, 10</b>
How do we move learning forward?	Moving learning forward requires the giving, receiving, and integrating of feedback. We, alongside our learners, must engage in the feedback loop, remove the barriers to the exchanging of feedback, and effectively communicate that feedback. <b>Modules 3, 5–7, 11–16</b>
What did we learn today?	Having a clear understanding of what we learned today (both us and our learners) requires noticing what learners are saying and doing and communicating with them around their learning. <b>Modules 8–10, 15, 16</b>
Who benefited and who did not benefit?	While every module of this playbook applies to this particular question, the primary module is around noticing which learners are giving, receiving, and integrating feedback. If we do not take notice of how learners are engaging with feedback, we will never know if they are benefiting from feedback. <b>Modules 9, 10</b>

Whether you have an accountability partner, access to an instructional coach, or a high-functioning, high-impact PLC+, the benefit of a collaborative approach is the opportunity to engage in critical dialogue around what learning looks like for you and your learners.

This brings us to the singular focus of this playbook. Together, we will take an up-close look at feedback in our schools and classrooms. By the time we arrive at the final pages of this playbook, we will be able to answer the essential question

### How does feedback work?

and apply that answer to our schools and classrooms. Again, we are glad you are here to learn alongside us in this playbook.

Sincerely,

John, Doug, and Nancy



**Video 1.1: Introduction to How Feedback Works: A Playbook**  
resources.corwin.com/  
howfeedbackworks

*To read a QR code, you must have a smartphone or tablet with a camera. We recommend that you download a QR code reader app that is made specifically for your phone or tablet brand.*