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COURSE BROCHURE

Peer and Upward Feedback Training Course for Individual Contributors

3 – 7 May 2027
Milan

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Peer and Upward Feedback Training Course for Individual Contributors

Ref: 2422_91315 **Date:** 3 – 7 May 2027 **Location:** Milan **Fees:** 6200 GBP

Peer and Upward Feedback is a 1-week training course for professionals and individual contributors who must give and take honest feedback with colleagues, managers and partner functions, and who leave with a Personal Feedback Exchange Plan. Flatter structures and shared projects mean much of the useful feedback at work now travels sideways and upwards rather than down a reporting line. Jupiter Prime Training offers peer and upward feedback training for specialists.

Why Peer and Upward Feedback Matters Now

Three forces shape peer and upward feedback today. Matrix and project structures put specialists into daily contact with people they do not report to. Hybrid working removes the corridor moments where small corrections used to happen. Managers increasingly ask their own staff for input on how they lead. Organisations where colleagues speak candidly catch errors earlier; where views stay unspoken, mistakes repeat. The course draws on the Situation-Behaviour-Impact SBI model and the Johari Window, both widely used for structuring candid observations.

Who Gains Most from Peer and Upward Feedback

- Specialists who review the work of colleagues at the same grade
- Project contributors who depend on other departments for inputs and hand-offs
- Analysts and engineers asked by their managers for honest views on priorities and support
- Client-facing staff who relay customer observations to product colleagues
- Senior contributors who mentor newer colleagues informally

A cross-functional squad or project group gains most when several members attend together, as members can agree shared norms for candour.

Peer and Upward Feedback Capabilities

Participants learn to raise observations without authority, invite input from above and turn what they hear into growth steps.

- Frame a peer observation with the SBI model — the colleague deciding whether to change an approach
- Prepare an upward message on workload or direction — the manager setting team priorities
- Apply active listening and paraphrasing under criticism — the relationship with the person speaking
- Reframe vague or harsh comments into usable requests — the participant's own development choices
- Design a cross-functional feedback agreement — partner teams sharing a hand-off

- Build a feedback-to-action log with review dates — the participant and the manager tracking growth

Key Peer and Upward Feedback Terms

- Upward feedback — observations a staff member offers a manager about leadership, priorities or support.
- Peer feedback — input exchanged between colleagues at a similar level, without formal authority, about work, behaviour or collaboration.
- Situation-Behaviour-Impact SBI — a structure that describes when something happened, what was observed and the effect it had.
- Johari Window — a model of what is known to oneself and to others, used to surface blind spots through disclosure and input.
- Feed-forward — suggestions focused on future actions rather than past mistakes.
- Defensive trigger — an emotional reaction such as justification or withdrawal that blocks listening when criticism lands.

Peer and Upward Feedback Day by Day

Day 1: Feedback Without a Reporting Line

- Lateral Influence Map — Who Shapes Daily Work Without Line Authority
- Johari Window Self-Audit — Which Blind Spots Need Outside Input
- Psychological Safety Signals — When Colleagues Will Hear Candid Views
- Feedback Culture Scan — Norms That Encourage or Silence Peers
- Personal Feedback Baseline — Current Habits in Giving and Asking

Day 2: Peer Feedback Methods

- SBI Model Drafting — Turning Observations Into Specific Peer Messages
- Feed-Forward Technique — Suggesting Future Actions Instead of Blame
- Code Review and Document Review Etiquette — Quality Without Personal Attack
- Recognition Statements — Naming Effective Peer Behaviour Precisely
- Timing and Channel Choice — Spoken, Written or Meeting Feedback

Day 3: Upward and Cross-Functional Feedback

- Upward Message Planner — Raising Workload and Direction Concerns With Managers
- Skip-Level and Survey Input — When to Use Indirect Upward Routes
- Hand-Off Retrospective — Feedback Between Departments After Shared Work
- Cross-Functional Feedback Agreement — Shared Norms for Partner Teams
- Status and Power Distance — Adjusting Tone Across Levels and Cultures

Day 4: Receiving and Reframing Criticism

- Active Listening and Paraphrasing — Confirming Meaning Before Responding
- Defensive Trigger Recognition — Spotting Justification and Withdrawal Early
- Reframing Questions — Turning Vague Criticism Into Concrete Requests
- Feedback Sorting Grid — Accept, Test or Set Aside Each Comment
- Asking for Feedback Scripts — Inviting Input From Peers and Managers

Day 5: Practising the Personal Feedback Exchange Plan

- Peer Feedback Rehearsal — Applying SBI to a Real Colleague Case
- Upward Conversation Role-Play — Testing the Message Planner With a Manager
- Criticism Reception Drill — Using Paraphrasing and the Sorting Grid Live
- Feedback-to-Action Log — Converting Input Into Development Steps
- Personal Feedback Exchange Plan — Commitments, Contacts and Review Points

Applying Peer and Upward Feedback After the Course

- Hold one SBI-structured conversation with a peer and one upward conversation using the message planner.
- Run a hand-off retrospective with a partner department and agree a short cross-functional feedback agreement for the next piece of shared work.

Peer and Upward Feedback Questions FAQ

What is peer and upward feedback and why does it matter now?

Peer and upward feedback is the honest exchange of observations with colleagues and managers rather than with direct reports. It matters now because project, matrix and hybrid structures mean most course corrections depend on people speaking up without formal authority.

Which roles gain most from peer and upward feedback skills?

Specialists, analysts, engineers, project contributors and client-facing staff gain most from peer and upward feedback skills. Anyone reviewing colleagues' work or asked by a manager for candid views uses these methods weekly.

How does peer and upward feedback training differ from manager feedback training?

Peer and upward feedback training is built for people without direct reports, unlike courses that teach supervisors to coach their teams. It focuses on influence without authority, speaking to people more senior than you and receiving criticism well.

What do you bring back from peer and upward feedback training?

You bring back a Personal Feedback Exchange Plan naming who you will approach, SBI-drafted messages and a log turning input into development steps.

Peer and Upward Feedback: The Way Forward

The Personal Feedback Exchange Plan first informs which conversation a participant opens in the following week, whether with a peer, a manager or a partner department. The participant shares it with the manager to frame development discussions and agree support. After its first use, the perspective worth revisiting is how colleagues responded.