

# Educational Leadership

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## Feedback That Fits

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To craft teacher feedback that leads to learning, put yourself in the student's shoes.

From the student's point of view, the ideal "script" for formative assessment reads something like, "Here is how close you are to the knowledge or skills you are trying to develop, and here's what you need to do next." The feedback teachers give students is at the heart of that script. But feedback is only effective when it translates into a clear, positive message that students can hear.

## Student Understanding and Control

The power of formative assessment lies in its double-barreled approach, addressing both cognitive and motivational factors. Good formative assessment gives students information they need to understand where they are in their learning (the cognitive factor) and develops students' feelings of control over their learning (the motivational factor).

Precisely because students' feelings of self-efficacy are involved, however, even well-intentioned feedback can be very destructive if the student reads the script in an unintended way ("See, I knew I was stupid!"). Research on feedback shows its Jekyll-and-Hyde character. Not all studies of feedback show positive effects; the nature of the communication matters a great deal.

Recently, researchers have tried to tease out what makes some feedback effective, some ineffective, and some downright harmful (Butler & Winne, 1995; Hattie & Timperley, 2007; Kluger & DeNisi, 1996). Other researchers have described the characteristics of effective feedback (Johnston, 2004; Tunstall & Gipps, 1996). From parsing this research and reflecting on my own experience as an educational consultant working with elementary and secondary teachers on assessment issues, particularly the difference between formative assessment and grading, I have identified what makes for powerful feedback—in terms of how teachers deliver it and the content it contains.

Good feedback contains information a student can use. That means, first, that the student has to be able to hear and understand it. A student can't hear something that's beyond his comprehension, nor can a student hear something if she's not listening or if she feels like it's useless to listen. The most useful feedback focuses on the qualities of student work or the processes or strategies used to do the work. Feedback that draws students' attention to their self-regulation strategies or their abilities as learners is potent *if* students hear it in a way that makes them realize they will get results by expending effort and attention.

Following are suggestions for the most effective ways to deliver feedback and the most effective content of feedback. Notice that all these suggestions are based on knowing your students well. There is no magic bullet that will be just right for all students at all times.

## **Effective Ways to Deliver Feedback**

### **When to Give Feedback**

If a student is studying facts or simple concepts—like basic math—he or she needs immediate information about whether an answer is right or wrong—such as the kind of feedback flash cards give. For learning targets that develop over time, like writing or problem solving, wait until you have observed patterns in student work that provide insights into how they are doing the work, which will help you make suggestions about next steps. A general principle for gauging the timing of feedback is to put yourself in the student's place. When would a student want to hear feedback? When he or she is still thinking about the work, of course. It's also a good idea to give feedback as often as is practical, especially for major assignments.

### **How Much Feedback?**

Probably the hardest decision concerns the *amount* of feedback. A natural inclination is to want to "fix" everything you see. That's the teacher's-eye view, where the target is perfect achievement of all learning goals. Try to see things from the student's-eye view. On which aspects of the learning target has the student done good work? Which aspects of the learning goals need improvement and should be addressed next? Are any assignments coming up that would make it wiser to emphasize one point over another? Consider also students' developmental level.

### **What Mode Is Best?**

Some kinds of assignments lend themselves better to written feedback (for example, reviewing written work); some to oral feedback (observing as students do math problems); and some to demonstrations (helping a kindergarten student hold a pencil correctly). Some of the best feedback results from conversations *with* the student. Peter Johnston's (2004) book *Choice Words* discusses how to ask questions that help students help you provide feedback. For example, rather than telling the student all the things you notice about his or her work, start by asking, "What are you noticing about this? Does anything surprise you?" or "Why did you decide to do it this way?"

You should also decide whether individual or group feedback is best. Individual feedback tells a student that you value his or her learning, whereas group feedback provides opportunities for wider reteaching. These choices are not mutually exclusive. For example, say many students used bland or vague terms in a writing assignment. You might choose to give the whole class feedback on their word choices, with examples of how to use precise or vivid words, and follow up with thought-provoking questions for individual students, such as, "What other words could you use instead of *big*?" or "How could you describe this event so someone else would see how terrible it was for you?"

## **The Best Content for Feedback**

Composing feedback is a skill in itself. The choices you make on *what* you say to a student will, of course, have a big influence on how the student interprets your feedback. Again, the main principle is considering the student's perspective.

### **Focus on Work and Process**

Effective feedback describes the student's work, comments on the process the student used to do the work, and makes specific suggestions for what to do next. General praise ("Good job!") or personal comments don't help. The student might be pleased you approve, but not sure what was good about the work, and so unable to replicate its quality. Process-focused comments, on the other hand, give suggestions that move the work closer to the target, such as, "Can you rewrite that sentence so it goes better with the one before it?"

### **Relate Feedback to the Goal**

For feedback to drive the formative assessment cycle, it needs to describe where the student is in relation to the learning goal. In so doing, it helps each student decide what his or her next goal should be. Feedback that helps a student see his or her own progress gives you a chance to point out the processes or methods that successful students use. ("I see you checked your work this time. Your computations were all correct, too! See how well that works?") Self-referenced feedback about the work itself ("Did you notice you have all the names capitalized this time?") is helpful for struggling students, who need to understand that they *can* make progress as much as they need to understand how far they are from the ultimate goal.

### **Try for Description, Not Judgment**

Certain students are less likely to pay attention to descriptive feedback if it is accompanied by a formal judgment, like a grade or an evaluative comment. Some students will even hear judgment where you intend description. Unsuccessful learners have sometimes been so frustrated by their school experiences that they might see every attempt to help them as just another declaration that they are "stupid." For these learners, point out improvements over their previous performance, even if those improvements don't amount to overall success on the assignment. Then select one or two small, doable next steps. After the next round of work, give the student feedback on his or her success with those steps, and so on.

### **Be Positive and Specific**

Being positive doesn't mean being artificially happy or saying work is good when it isn't. It means describing how the strengths in a student's work match the criteria for good work and how they show what that student is learning. And it means choosing words that communicate respect for the student and the work. Your tone should indicate that you are making helpful suggestions and giving the student a chance to take the initiative. ("This paper needs more detail. You could add more explanation about the benefits of recycling, or you could add more description of what

should be done in your neighborhood. Which suggestion do you plan to try first?") If feedback comes across as a lecture or suggestions come across as orders, students will not understand that they are in charge of their own learning.

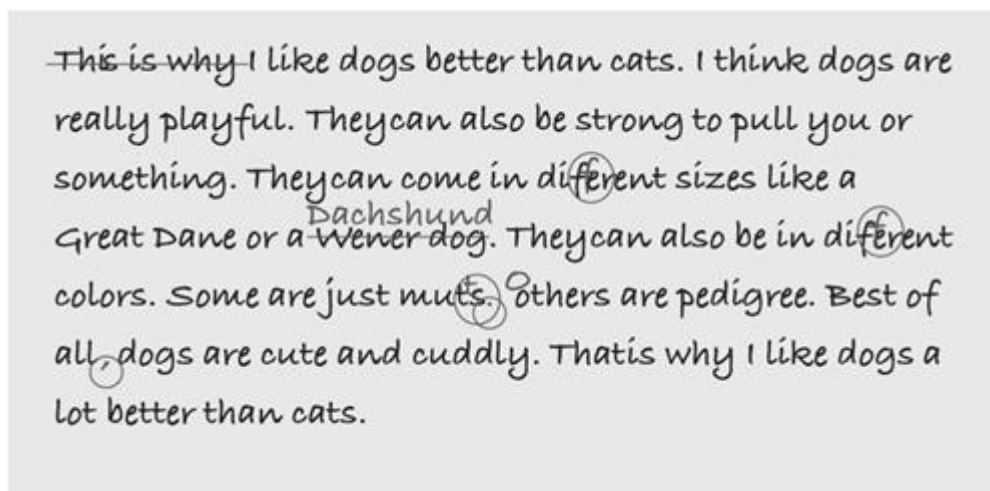
Feedback should be specific enough that the student knows what to do next, but not so specific that you do the work. Identifying errors or types of errors is a good idea, but correcting every error doesn't leave the student anything to do.

These feedback principles apply to both simple and complex assignments, and to all subjects and grade levels. The following example of ineffective and, especially, effective feedback on a writing assignment reflects these principles in practice.

## A Tale of Two Feedback Choices

As part of a unit on how to write effective paragraphs, a 4th grade teacher assigned her students to write a paragraph answering the question, "Do dogs or cats make better pets?" They were asked to have a clear topic sentence, a clear concluding sentence, and at least three supporting details. Figure 1 shows what a student named Anna wrote and what *ineffective* teacher feedback on Anna's paragraph might look like.

**Figure 1. Ineffective Feedback on Anna's Writing Assignment**



To provide feedback, this teacher decided to make written comments on each student's paper and return the papers to students the day after they turned them in. So far, so good. However, the feedback in Figure 1 is all about the mechanics of writing. This doesn't match the learning target for this assignment, which was to structure a paragraph to make a point and to have that point contained in a topic sentence. Because the mechanical corrections are the only comments, the message seems to be that Anna's next step is to fix those errors. However, this teacher has already fixed the errors for her. All Anna has to do is recopy this paragraph. Moreover, there is no guarantee she would understand why some words and punctuation marks were changed. Recopying by rote could result in a "perfect" paragraph with no learning involved!

The worst part about this feedback, however, is that it doesn't communicate to Anna that she did, in fact, demonstrate the main paragraphing skills that were the learning target. Anna successfully fashioned a topic sentence and a concluding sentence and provided supporting details. She needs to understand that she has accomplished this. Once she knows that, suggestions about how to make her good work even better make sense.

Figure 2 lists *effective* comments a teacher might write on Anna's paper or, preferably (because there is more to say than a teacher might want to write or a 4th grader might want to read), discuss with her in a brief conference. A teacher would probably use a few—but not all—of these comments, depending on circumstances.

**Figure 2. Examples of Effective Feedback on Anna's Writing Assignment**

<b>Possible Teacher Comments</b>	<b>What's Best About This Feedback</b>
Your topic sentence and concluding sentence are clear and go together well.	These comments describe achievement in terms of the criteria for the assignment. They show the student that you noticed these specific features and connected them to the criteria for good work.
You used a lot of details. I count seven different things you like about dogs.	
Your paragraph makes me wonder if you have a dog who is playful, strong, cute, and cuddly. Did you think about your own dog to write your paragraph? When you write about things you know, the writing often sounds real like this.	This comment would be especially useful for a student who had not previously been successful with the writing process. The comment identifies the strategy the student has used for writing and affirms that it was a good one. Note that "the writing often sounds genuine" might be better English, but "real" is probably clearer for this 4th grader.
Your reasons are all about dogs. Readers would already have to know what cats are like. They wouldn't know from your paragraph whether cats are playful, for instance. When you compare two things, write about both of	This constructive feedback criticizes a specific feature of the work, explains the reason for the criticism, and suggests what to do about it.

the things you are comparing.	
Did you check your spelling? See if you can find two misspelled words.	These comments about style and mechanics do not directly reflect the learning target, which was about paragraphing. However, they concern important writing skills. Their appropriateness would depend on how strongly spelling, style/usage, and word choice figure into the longer-term learning targets.
Feedback about making the topic sentence a stronger lead might best be done as a demonstration. In conference, show the student the topic sentence with and without "This is why" and ask which sentence she thinks reads more smoothly and why. Ask whether "This is why" adds anything that the sentence needs. You might point out that these words read better in the concluding sentence.	

Notice that these comments first compare the student's work with the criteria for the assignment, which were aligned with the learning goal. They acknowledge that Anna's paragraph shows that she understands how to produce a topic sentence, supporting details, and a concluding sentence.

The rest of the feedback choices depends on the context. How much time is available to discuss this paper? Which other feedback comments would align with learning targets that have previously been emphasized in class? Which of the possible next steps would be most beneficial for this particular student, given her previous writing? For example, if Anna is a successful writer who likes writing, she probably already knows that describing traits she has observed in her own dog was a good strategy. If she has previously been an unsuccessful writer but has produced a paragraph better than her usual work—because the assignment finally asked a question about which she has something to say—it would be worth communicating to her that you noticed and naming "write about what you know" as a good strategy for future writing.

## Feedback Practice Makes Perfect

Feedback choices present themselves continually in teaching. You have opportunities to give feedback as you observe students do their work in class and again as you look at the finished work. Take as many opportunities as you can to give students positive messages about how they are doing relative to the learning targets and what might be useful to do next. Make as many opportunities as you can to talk with your students about their work. As you do, you will develop a repertoire of feedback strategies that work for your subject area and students. The main thing to keep in mind when using any strategy is how students will hear, feel, and understand the feedback.

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