

KIRKPATRICK LEVEL 3 — BEHAVIOUR

Supervisor Observation Checklist

Dealing with Negative Feedback | Post-Training Observation Tool

Purpose of this tool

This checklist supports the Kirkpatrick Level 3 evaluation of the Dealing with Negative Feedback eLearning module. It is designed to help supervisors and line managers observe whether the behaviours introduced in the training are being applied consistently on the shop floor.

Complete this form within four weeks of the employee finishing the module. It does not need to be completed in a single observation — tick behaviours as you see them across multiple interactions if preferred.

Employee Details

Employee name		Branch / location	
Supervisor name		Module completed	
Observation date(s)		No. of interactions observed	

Rating Guide

Consistently observed	Sometimes Observed	Not yet observed	Use the Notes column to record specific examples, dates, or context. A behaviour marked 'Not yet observed' does not necessarily indicate a problem — the employee may not yet have encountered the relevant situation.
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Observation Checklist

Observable Behaviour	Consistently observed	Sometimes Observed	Not yet observed	Notes / examples
A — Preparation & Mindset				
Approaches customer interactions with a visibly calm and composed demeanour.				
Maintains an open, non-defensive posture when a customer raises a concern.				
Avoids dismissive body language (e.g. crossed arms, eye-rolling, sighing) during complaints.				
Demonstrates awareness of their own limits — seeks help rather than overcommitting to a resolution they cannot deliver.				

Observable Behaviour	Consistentl y observed	Sometimes Observed	Not yet observed	Notes / examples
B — Handling: Empathy				
Acknowledges the customer's feelings before moving to a solution (e.g. 'I can understand why you'd feel that way').				
Thanks the customer for raising their concern rather than treating the complaint as a burden.				
Avoids defensive or dismissive language when receiving criticism (e.g. does not say 'That's not my department').				
Personalises their response to the customer's specific situation rather than giving a scripted reply.				
C — Handling: Active Listening				
Gives the customer their full, undivided attention — does not multitask or look away during the complaint.				
Pauses before responding, rather than interrupting or jumping to conclusions.				
Asks clarifying questions when the nature of the complaint is unclear.				
Reflects or summarises the complaint back to the customer to confirm understanding.				
D — Handling: Taking Ownership				
Takes personal responsibility for the customer's experience, regardless of who caused the issue.				
Does not redirect the customer to another department or colleague without first engaging with the problem.				
Remains with the customer (or maintains contact) until a resolution or escalation path is confirmed.				
E — Resolving the Complaint				
Correctly identifies when a complaint can be resolved independently (e.g. returns within 30 days with receipt, customer wait times, unavailable items).				
Correctly identifies when a complaint requires escalation (e.g. complaints against a colleague, returns without receipt, store safety issues).				
Escalates to the appropriate person promptly and without leaving the customer without guidance.				
Proposes a clear, actionable solution to the customer rather than vague reassurances.				
F — Learning from Feedback				
Does not visibly react defensively to criticism — receives negative feedback from customers or supervisors with composure.				
Demonstrates evidence of reflecting on past complaint interactions (e.g. references what they would do differently).				

Observable Behaviour	Consistentl y observed	Sometimes Observed	Not yet observed	Notes / examples
Has identified at least one personal development goal as a result of their complaint-handling experience.				
Proactively seeks input from a supervisor or colleague on how to improve their approach.				

Overall Assessment

Observable Behaviour	Consistentl y observed	Sometimes Observed	Not yet observed	Notes / examples
Overall rating for this observation				
Specific strengths observed — please give at least one example:				
Areas where further development or support is recommended:				
Agreed actions / follow-up (e.g. additional coaching, repeat observation):				

Follow-Up & Sign-Off

If the employee has been rated 'Not yet observed' across three or more behaviours in any single section, a follow-up observation is recommended within a further four weeks. Please discuss the outcome of this observation with the employee and retain a copy for their personnel file.

Follow-up required?	Yes / No	Follow-up date	
Discussed with employee?	Yes / No	Date of discussion	

Supervisor signature		Employee signature	
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This document forms part of the formal evaluation framework for the Dealing with Negative Feedback training programme.