



APEX ENGLISH

Your voice. Global.

B2 · BUSINESS ENGLISH

UNIT 5 · B5B

Lessons learned

Theme · People & Culture



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Lessons learned

Theme: People & Culture



Learning objectives

- Run a short retrospective that's honest without being brutal.
- Use 'I wish / if only' + past perfect to express regrets and hindsight without blame.
- Use -ed / -ing adjectives correctly to describe how work makes you FEEL vs how work IS.

Ask the teacher — notes to bring to class



Class Book

Warm-up · One decision, one regret

Think of *ONE* work decision from the last 12 months you'd take back if you could — small or huge. In 45 seconds out loud: (1) what you decided, (2) what you now wish you'd done, (3) the *ONE* thing it taught you. Record a 30-second voice note.

Name the decision in *ONE* sentence — no story, no context.

Use 'I wish I had...' or 'If only we had...' — full grammar, not a shortcut.

The lesson has to be portable — something you could tell someone else next Monday.

Bonus: is the lesson actually 'I wouldn't do this again' — or 'I did the right thing at the time'?

Lead-in: regret or excuse?

Decide: *REGRET* (owns it, has a lesson), *EXCUSE* (shifts blame) or *PLATITUDE* (sounds wise, says nothing).

1. 'I wish we'd talked to a customer before writing any code.'

2. 'If only marketing had briefed us properly.'

3. 'What doesn't kill you makes you stronger.'

4. 'To be fair, the market moved — nobody could have predicted that.'

followUp: Which line is closest to what *YOU* said in your last retro?

Reading: Blameless post-mortems, and why most retros aren't one

'Blameless post-mortem' is a phrase that comes out of engineering, but the idea is older than software. It rests on one assumption: given the same information, the same pressure and the same tools, most reasonable people would have made the same call. So the interesting question in a retro is never 'whose fault was it?' — it's 'what did the system make easy that we now know was wrong?' Ask that, and the room stops defending and starts learning.

The grammar of a good retro is 'I wish' + past perfect. 'I wish we'd talked to a customer before we built it.' 'If only I'd flagged the risk in week two instead of week eight.' The past perfect ('had talked / had flagged') matters — it puts the regret in the specific past moment where the decision lived, not floating in a general 'we should be better'. Compare 'I wish we talked to customers more' (fuzzy, ongoing, no lesson) with 'I wish we'd talked to that customer before we shipped that feature in March' (specific, dated, portable).

Ask the teacher — notes to bring to class



The other trap in retros is confusing FEELINGS with FACTS. That's where -ed / -ing adjectives earn their keep. 'The launch was frustrating' means the launch itself HAD that quality — it was, factually, hard to work on. 'I was frustrated' names how I FELT. Both are true. Both are useful. But 'the marketing team was frustrating' is a personal attack dressed up as a fact — and it will end the retro. Get the -ed/-ing right and you can be honest without being unfair.

1. The core assumption of a blameless post-mortem is that...
 - (A) No one is ever responsible
 - (B) Given the same info and pressure, most reasonable people would have made the same call
 - (C) Feelings are more important than facts
2. The grammar signature of a good regret in a retro is...
 - (A) 'I would have done X'
 - (B) 'I wish' / 'if only' + past perfect
 - (C) 'Some people said...'
3. 'The launch was frustrating' means...
 - (A) I felt frustrated by it
 - (B) The launch itself, factually, had that quality — it was hard to work on
 - (C) Someone was to blame
4. 'I wish we talked to customers more' is criticised because it...
 - (A) Uses the wrong tense
 - (B) Is fuzzy and ongoing — no lesson tied to a specific decision
 - (C) Is grammatically wrong

Vocabulary in context

Match the retrospective / lessons-learned term to its plain-English meaning.

post-mortem — a structured review after something went wrong

hindsight — understanding you have AFTER the event that you didn't have before

root cause — the deepest reason, not the surface symptom

own the mistake — publicly accept it as yours, without deflecting

action item — one concrete thing someone will do by a date

blameless — focused on the system, not on which person to punish

Vocabulary: -ed vs -ing adjectives, retro moves, hindsight phrases

I was frustrated — how I FELT (-ed = feeling)

I was disappointed — how I FELT

Ask the teacher — notes to bring to class



I was surprised — how I FELT

I was exhausted — how I FELT

I was confused — how I FELT

the process was frustrating — what the thing WAS (-ing = quality)

the result was disappointing — quality of the thing

the outcome was surprising — quality of the thing

the timeline was exhausting — quality of the thing

the brief was confusing — quality of the thing

call out — identify and articulate something candidly, whether commendable or concerning

shout out (n.) — public credit given to someone specific

learning (n.) — the transferable insight distilled from a misstep

action item — a discrete, accountable commitment with a named owner and deadline

kick the can down the road — defer a decision indefinitely, usually to the organisation's detriment

practice

Complete each sentence with the right -ed / -ing adjective OR retro phrase.

1. The whole re-platform was ____ — six months, three re-scopes, one exit.

2. I was genuinely ____ by how swiftly the team recovered from the outage.

3. That brief was ____ — I read it three times and I still couldn't tell you the deliverable.

4. One ____ from this quarter: talk to a customer before writing a line of code.

5. Big ____ to Priya — she rebuilt the pipeline over a weekend without being asked.

6. We keep ____ on the pricing decision — someone has to just make the call.

Practice 2 — collocations & rewrite

Rewrite each sentence replacing the underlined phrase with ONE word/expression from this lesson's vocabulary. Keep the meaning identical.

Ask the teacher — notes to bring to class



1. The whole re-platform was <u>emotionally and physically draining</u> — six months, three re-scopes, one exit.
2. I was genuinely <u>caught off guard</u> by how swiftly the team recovered from the outage.
3. That brief was <u>hard to understand</u> — I read it three times and still couldn't tell you the deliverable.
4. Big <u>public credit</u> to Priya — she rebuilt the pipeline over a weekend without being asked.
5. We keep <u>deferring the decision indefinitely</u> on the pricing question — someone has to just make the call.

Practice 3 — discursive writing (business memo)

prompt: Write a short retrospective memo to your team summarising lessons from a recent project setback, including one named action item.

Use at least FOUR of the target expressions from this unit.

Adopt a professional register: concise, structured, executive-friendly.

Include a clear recommendation or takeaway in the final sentence.

sample: Subject: Retro — Q3 Launch I wish we'd talked to five customers before we locked scope in April; if we had, we'd have caught the pricing signal three months earlier. That's on me — I chaired the kick-off and let the scope through without customer input. The process itself was exhausting for the team, and I was disappointed with the result — those are two different things, and both are true. One learning we can carry forward: no scope lock without customer conversations. A big shout out to the engineering team, who stopped kicking the can down the road on the migration and shipped it in a weekend. Action item: Rafa updates the launch checklist by Friday. Recommendation: adopt this checklist as the standard before every future launch.

Ask the teacher — notes to bring to class



Grammar focus: I wish / If only + past perfect

1. Form — wish / if only + past perfect (had + past participle) — Use for regrets about the past — things you cannot change. • 'I wish we HAD talked to a customer before we built it.' • 'If only I HAD pushed back on the deadline in week one.' • 'I wish I hadn't fired that email at 11pm.' Contractions in speech: 'I wish we'd talked...' / 'If only I'd flagged...'. Write it out in a retro slide.

2. Wish + past simple — regret about the PRESENT — Different meaning: not about a past mistake, but about how things are NOW. • 'I wish I HAD more time this quarter.' (present regret) • 'I wish the client WASN'T so silent.' (right now) Don't confuse the two — the tense choice IS the meaning.

3. Wish + would — regret about someone else's habit — 'I wish you would stop checking Slack in 1:1s.' → I want your ongoing behaviour to change. Don't use 'wish + would' for yourself: 'I wish I would go to the gym' ✗ → 'I wish I went to the gym' ■ (present regret).

4. Common trap — I wish I would have — 'I wish I would have talked to the customer' is very common in casual speech — but in written / professional / feedback contexts, it's the past perfect that carries weight: 'I wish I HAD talked to the customer'. In a retro slide, always write the past perfect version.

Exercise A — Choose the right form

Fill in with *wish + past perfect OR wish + past simple OR wish + would*.

1. (Regret about April launch) I wish we ____ (test) the payment flow one more time.

2. (About present bandwidth) I wish I ____ (have) more time this quarter.

3. (Someone else's habit) I wish you ____ ____ ____ (stop) replying-all on internal threads.

Ask the teacher — notes to bring to class



4. (Regret about not saying it) I wish I ____ ____ (push back) on the deadline in week one.

5. (About my own habit — do NOT use would) I wish I ____ (be) better at protecting focus time.

Exercise B — Rewrite the excuse as a regret

Rewrite each excuse into a regret that owns the mistake (I wish / if only + past perfect).

1. 'Marketing didn't brief us — that's why we shipped late.'

2. 'The client kept changing scope, so of course we missed it.'

3. 'The engineer left, so we couldn't ship.'

4. 'The market shifted — nobody could have predicted that.'

Exercise C — -ed or -ing?

Choose the correct adjective form.

1. That re-org announcement was completely (confusing / confused) — nobody knew who they reported to.

2. I was (frustrating / frustrated) that we hadn't been asked before the decision.

3. The Q3 result was (disappointing / disappointed) — we came in 14% below plan.

4. By December I was completely (exhausting / exhausted) — I took two weeks off in January.

5. The onboarding I got in week one was (surprising / surprised) — in a good way.

Listening: three retros, one failed launch

The same product launch failed. Three team leads run a 60-second retro on it, in front of the exec team. You're picking ONE to run the company-wide post-mortem next Friday.

pre

Ask the teacher — notes to bring to class



Which lead do you predict will land it — and what will land it?

What is ONE phrase you're allergic to hearing in a retro ('at the end of the day...' / 'lessons learned...')?

gist

1. Which lead wins the slot, and why?

2. Which lead spends the whole retro blaming another team?

3. Which lead is warm and inspiring but leaves no actual lesson?

detail

1. What is Marta's specific regret (with a date)?

2. What ONE learning does Marta name that the team can carry to the next launch?

3. What action item does she assign, to whom, and by when?

Third listen — retro craft

Focus on HOW each lead runs the retro. Answer from what they DO, not what they say.

1. Marta uses 'I wish we'd' before 'if only they'd'. Why does the order matter?

2. Jonas's retro is technically full of insights, but the exec team doesn't trust him afterwards. Why?

Ask the teacher — notes to bring to class



3. Chichi's team loves her retros — but the same mistake repeats next quarter. What is she missing?

Language from the audio — retro moves that actually work

Match each phrase to what it DOES.

"I wish we'd talked to five customers in early March, before we locked scope in April." — regret + past perfect + specific date = credible ownership

"That's on me — I chaired the kick-off and I let the scope through." — owns the mistake by role, not personality

"The learning is: no scope lock without five customer conversations." — converts the mistake into a portable rule

"Rafa updates the checklist by end of day Friday." — action item = person + verb + date

"I was disappointed with the result, and the process was disappointing — those are two different things." — correctly separates feeling (-ed) from quality (-ing)

"If only marketing had briefed us properly." — shifts blame outward — the exec team stops trusting the speaker

Voice A (Jonas): Look, honestly? If only marketing had briefed us properly, none of this would have happened. And if only sales had qualified the pipeline better, we wouldn't have been chasing that segment in the first place. The team did everything we could — we just didn't get the support we needed. Frustrating quarter, but the lesson is that alignment across functions has to improve.

Voice B (Marta): OK, honest post-mortem. That's on me — I chaired the kick-off and I let the scope through without customer input. I wish we'd talked to five customers in early March, before we locked scope in April. If we had, we'd have caught the pricing signal three months earlier. I was disappointed with the result, and separately, the process itself was disappointing — those are two different things. So: the learning is no scope lock without five customer conversations, full stop. Action item: Rafa updates the launch checklist by end of day Friday, I'll re-share it in Monday's all-hands. That's the change.

Voice C (Chichi): Team, wow — what a journey. Honestly, I'm so proud of everyone. Failure is fuel, we grew so much as a group, we learned so many lessons, and at the end of the day, what doesn't kill you makes you stronger. I know it hurts today but in six months we're going to look back on this and smile.

Speaking: solo role-play — 90-second retro

Solo task. Pick ONE real project (or one from your last 12 months) that didn't land the way you wanted. Record yourself (voice note, up to 90 seconds) running the retro. You MUST include: (1) ONE 'I wish we'd...' with a specific date, (2) 'that's on me — I...' (own the role, not the personality), (3) at least ONE correctly-used -ed and one -ing adjective, (4) ONE portable learning as a rule, (5) ONE action item = person + verb + date.

Ask the teacher — notes to bring to class



Scene: Your real failed / bumpy project (recommended)

A: You run the retro.

B: Imagined listener: your team + your boss.

Scene: A launch that missed its number

A: You run the retro.

B: Imagined listener: the exec team, who wants to know what changes on Monday.

Scene: A hire that didn't work out

A: You run the retro on your own hiring process.

B: Imagined listener: your HR partner + your own future self next time you hire.

Extra speaking task — the 20-second 'one-line rule'

Now compress the retro to ONE sentence — the ONE rule you want the team to remember in six months.

Format: 'From now on, we never / always ____, because ____.' Record a 20-second voice note of that single sentence, said as if you were pinning it to the wall.

Writing mini-task

Write the 3-sentence version of your retro (max 60 words). Sentence 1: 'I wish we had...' with a specific date. Sentence 2: the ONE portable learning as a rule ('From now on, we never / always...'). Sentence 3: action item — who does what, by when.

Wrap-up

One 'I wish we had...' from this quarter you're finally saying out loud.

One -ed / -ing pair you'll stop mixing up ('I was disappointed' vs 'it was disappointing').

One action item — person + verb + date — you'll ship from your next retro.

Quiz

1. The grammar of a good regret in a retro is...

(A) will + verb

(B) wish / if only + past perfect

(C) should + verb

Ask the teacher — notes to bring to class



2. 'I wish we ____ to a customer before we shipped.' Fill the gap.
- (A) talked
 - (B) had talked
 - (C) would talk
3. 'The result was disappointing' vs 'I was disappointed'. These are...
- (A) The same sentence
 - (B) Two different meanings — quality of the thing vs my feeling
 - (C) Both grammatically wrong
4. 'If only marketing had briefed us properly' is criticised in a retro because it...
- (A) Is the wrong tense
 - (B) Blames another team — no lesson the speaker can carry
 - (C) Is too formal
5. The retro that changes anything ends with...
- (A) 'What a journey, we grew so much'
 - (B) A portable rule + one action item = person + verb + date
 - (C) 'Lessons learned!'

Ask the teacher — notes to bring to class



Workbook — home practice



Exercise 1 — Retro vocabulary

Complete each sentence with **ONE** phrase from the box.

Word bank: hindsight · root cause · shout out · action item · own · post-mortem

1. In ____, we should have talked to five customers before locking the scope.

2. The surface problem was the outage; the ____ was that the on-call runbook hadn't been updated in 18 months.

3. Big ____ to Priya — she rebuilt the pipeline over the weekend without being asked.

4. Every genuine ____ requires a named owner and a deadline, or it is merely an aspiration.

5. The surest way to rebuild trust is to ____ the mistake publicly, without deflecting.

6. We're running a blameless ____ - ____ on the failed launch on Friday.

1b. Vocabulary — discursive writing

Write a 150-word formal post-mortem report for a project that did not go as planned. Use the unit's vocabulary to analyze the failure, 'own' the responsibility, and list clear 'action items' for the future.

Ask the teacher — notes to bring to class



id: vocab-discursive

type: writing

Use all 6 target vocabulary items.

Use 'wish' and 'if only' to express regret professionally.

Focus on portable learnings rather than blame.

Clearly list at least two dated action items.

model: Post-Mortem Report: Project Helios Project Helios did not meet its primary launch objectives, and in hindsight, it is clear that we underestimated the technical complexity of the integration. As the project lead, I own the failure to communicate these risks to the board earlier. If only we had conducted a more thorough technical audit in January, we would have adjusted the timeline accordingly. We have identified the root cause as a lack of synchronization between the API team and the front-end developers. I wish we had implemented weekly cross-functional syncs from day one. On a positive note, a huge shout out to Sarah for her tireless work on the patch during the final weekend. Our primary learning is that we must never lock scope without a signed-off technical feasibility study. Action items: 1. Marcus to update the project kick-off template by Friday. 2. Engineering to conduct a code review of the Helios module by next Tuesday. We will use these lessons to ensure the success of Project Selene.

Exercise 2 — Wish / if only

Put the verbs in brackets in the correct form (wish + past perfect / wish + past simple / wish + would).

1. (Regret about April launch) I wish we ____ (test) the payment flow one more time.

2. (About present bandwidth) I wish I ____ (have) more time this quarter.

3. (Someone else's habit) I wish you ____ ____ (stop) replying-all on internal threads.

4. (Regret about not saying it) I wish I ____ ____ (push back) on the deadline in week one.

5. (About my own habit) I wish I ____ (be) better at protecting focus time.

6. (Regret about the email) I wish I ____ ____ (send) that email at 11pm.

Exercise 3 — -ed or -ing?

Choose the correct adjective form.

Ask the teacher — notes to bring to class



1. That re-org announcement was completely (confusing / confused).
(A) confusing
(B) confused
2. I was (frustrating / frustrated) that we weren't asked before the decision.
(A) frustrating
(B) frustrated
3. The Q3 result was (disappointing / disappointed) — we came in 14% below plan.
(A) disappointing
(B) disappointed
4. By December I was completely (exhausting / exhausted).
(A) exhausting
(B) exhausted
5. The onboarding I got was (surprising / surprised) — in a good way.
(A) surprising
(B) surprised

Exercise 4 — Rewrite the excuse as a regret

Rewrite each excuse into a regret that owns the mistake (I wish / if only + past perfect).

1. 'Marketing didn't brief us — that's why we shipped late.'

2. 'The client kept changing scope, so of course we missed it.'

3. 'The engineer left, so we couldn't ship.'

4. 'The market shifted — nobody could have predicted that.'

Exercise 5 — Three retros, one failed launch

You'll hear three team leads run a 60-second retro on the same failed launch. You're picking one to lead the company-wide post-mortem.

1. Which lead wins the slot?

Ask the teacher — notes to bring to class



2. Which lead spends the retro blaming other teams?

3. Which lead is warm and inspiring but leaves no actual lesson?

Voice A (Jonas): Honestly, if only marketing had briefed us properly, none of this would have happened. And if only sales had qualified better, we wouldn't have been chasing that segment. The team did everything we could.

Voice B (Marta): OK, honest post-mortem. That's on me — I chaired the kick-off and I let the scope through without customer input. I wish we'd talked to five customers in early March, before we locked scope in April. The learning is no scope lock without five customer conversations. Action item: Rafa updates the launch checklist by end of day Friday, I'll re-share it in Monday's all-hands.

Voice C (Chichi): Team, what a journey — I'm so proud of everyone. Failure is fuel, we grew so much, we learned so many lessons. In six months we're going to look back on this and smile.

Exercise 6 — Write your 3-sentence retro

Pick one real project from the last year that didn't land the way you wanted. Write the retro in 3 sentences (max 60 words). Sentence 1: 'I wish we had...' with a specific date. Sentence 2: the ONE portable learning as a rule ('From now on, we never / always...'). Sentence 3: action item — who does what, by when.

Exercise 7 — Case study reflection: Northwind Payments

Think about the Northwind case (the 12 downgraded reviews, 4 resignations, #review-support channel). Answer the questions.

1. You have to open the all-hands. Draft the ONE opening sentence. You cannot start with 'clean slate'.

2. The CEO wants to skip saying 'I'm sorry'. What do you say to her?

3. Write the ONE-line policy change you'd pin above every future review.

Ask the teacher — notes to bring to class



Answer key — Class Book

Lead-in: regret or excuse?

1. REGRET — owns it, names the ONE thing.
2. EXCUSE — blames another team.
3. PLATITUDE — tells the team nothing.
4. EXCUSE — retros are for what YOU could have done.

Reading: Blameless post-mortems, and why most retros aren't one

1. (B) Given the same info and pressure, most reasonable people would have made the same call
2. (B) 'I wish' / 'if only' + past perfect
3. (B) The launch itself, factually, had that quality — it was hard to work on
4. (B) Is fuzzy and ongoing — no lesson tied to a specific decision

Vocabulary: -ed vs -ing adjectives, retro moves, hindsight phrases

1. exhausting
2. surprised
3. confusing
4. action item / learning
5. shout out
6. kicking the can down the road
1. The whole re-platform was exhausting — six months, three re-scopes, one exit.
2. I was genuinely surprised by how swiftly the team recovered from the outage.
3. That brief was confusing — I read it three times and still couldn't tell you the deliverable.
4. Big shout out to Priya — she rebuilt the pipeline over a weekend without being asked.
5. We keep kicking the can down the road on the pricing question — someone has to just make the call.

Grammar focus: I wish / If only + past perfect

1. had tested / 'd tested
2. had (past simple)
3. would stop
4. had pushed back
5. were / was (present regret)
1. Model: 'I wish I'd walked over to marketing in week one and asked for the brief myself, instead of waiting for it to arrive.'
2. Model: 'If only we'd made scope change #3 a formal re-negotiation, we wouldn't have absorbed it silently.'
3. Model: 'I wish we'd documented the migration a month earlier — losing one engineer shouldn't have stopped the whole project.'
4. Model: 'If only we'd re-run the pricing model in April instead of waiting until October — the signal was already there in Q2.'
1. confusing (quality of the announcement)
2. frustrated (my feeling)
3. disappointing (quality of the result)
4. exhausted (my feeling)
5. surprising (quality of the onboarding)

Listening: three retros, one failed launch

1. Voice B (Marta). Owns her part, uses 'I wish we'd...' twice with specific decisions, names ONE portable learning and ONE action item with an owner and a date.
2. Voice A (Jonas) — 'if only marketing had briefed us properly / if only sales had qualified better'. No regret about his own actions.
3. Voice C (Chichi) — 'we grew as a team, failure is fuel, we learned so much' — beautiful but no dated action, no owned mistake.
1. 'I wish we'd talked to five customers in early March, before we locked the scope in the April kick-off.'

Ask the teacher — notes to bring to class



2. 'No launch scope gets locked without five customer conversations in the two weeks before kick-off. It goes into the launch checklist tomorrow.'

3. 'Rafa updates the launch checklist by end of day Friday. I'll re-share it in Monday's all-hands.'

1. Owning your part first buys you the right to name what other teams could have done. Reverse the order and the room hears 'this is their fault, and by the way I was fine' — which shuts down every other lead in the room.

2. Every one of his 'if only's is about another team. If nothing he could have done differently would have changed the outcome, either he's not a leader on this project, or he's dodging. Neither is a good look at a company post-mortem.

3. A dated action item with an owner. 'We learned so much' with no 'X will do Y by Friday' turns every retro into a group hug that changes nothing. Insight without action is theatre.

Quiz

1. (B) wish / if only + past perfect
2. (B) had talked
3. (B) Two different meanings — quality of the thing vs my feeling
4. (B) Blames another team — no lesson the speaker can carry
5. (B) A portable rule + one action item = person + verb + date

Ask the teacher — notes to bring to class



Answer key — Workbook

Exercise 1 — Retro vocabulary

1. hindsight
2. root cause
3. shout out
4. action item
5. own
6. post-mortem

Exercise 2 — Wish / if only

1. had tested / 'd tested
2. had
3. would stop
4. had pushed back
5. were / was
6. hadn't sent

Exercise 3 — -ed or -ing?

1. (A) confusing
2. (B) frustrated
3. (A) disappointing
4. (B) exhausted
5. (A) surprising

Exercise 4 — Rewrite the excuse as a regret

1. Model: 'I wish I'd walked over to marketing in week one and asked for the brief myself, instead of waiting.'
2. Model: 'If only we'd made scope change #3 a formal re-negotiation, we wouldn't have absorbed it silently.'
3. Model: 'I wish we'd documented the migration a month earlier — losing one engineer shouldn't have stopped the whole project.'
4. Model: 'If only we'd re-run the pricing model in April instead of October — the signal was there in Q2.'

Exercise 5 — Three retros, one failed launch

1. Voice B (Marta) — 'that's on me', specific 'I wish we'd talked to five customers in early March', portable learning + action item = person + verb + date.
2. Voice A (Jonas) — every 'if only' is about marketing or sales; no ownership.
3. Voice C (Chichi) — 'we grew so much / failure is fuel' — beautiful, but no dated action.

Exercise 7 — Case study reflection: Northwind Payments

1. Model: 'What I care about is that Northwind is a place where the feedback you get is honest, specific, and grounded in facts you can check — and six weeks ago, we didn't meet that bar.'
2. Model: 'The team does not need us to be sorry — they need us to name what specifically went wrong. If you can say in one sentence that we approved a cycle that shouldn't have gone out in that form, the room will forgive the mistake. Skip it, and every improvement afterwards sounds defensive.'
3. Model: 'No rating goes out without at least two specific, dated behaviours the receiver can check — and no rating uses the phrase "some people have said" or any variant of it.'

Ask the teacher — notes to bring to class
