

## Quick Feedback Tools

- Feed Forward

Instead of feedback, ask your team to give feed forward advice instead, which involves offering suggestions for creating positive change rather than thinking about past issues. When listening to suggestions, acknowledge them and paraphrase the suggestion back to the feedback giver as a way of demonstrating active listening, but do not react to the suggestions beyond thanking the person for providing them.

- Start – Stop – Continue

These three questions are a quick way to take the temperature of your team and solicit feedback in stand-up meetings, when making rounds, when following up with newer team members, in performance reviews or 1:1 meetings, or after a period of significant change.

Start: What are things that we need to START doing?

Stop: What are we currently doing that we can or should STOP?

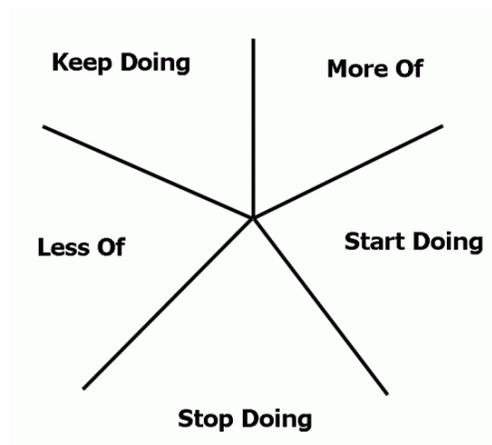
Continue: What are we doing now that works and should CONTINUE?

- One breath feedback

Keep things moving in meetings where lengthy feedback stalls the discussion by establishing a rule that team members can only give feedback that is the length of one breath (typically 20-30 seconds).

- Starfish Retrospective

This agile framework visual tool captures team member feedback and is well-suited for leaders who want to implement scrum processes across operational functions and teams. This is a great exercise to do on a whiteboard with an in-person or remote team.



Here is an explanation of feedback you should solicit for each part of the starfish:

**Stop Doing** – Something that is a roadblock or not bringing or creating value.

**Less Of** – Something already being done that could be lessened.

**Keep Doing** – Something the team is doing well that should be continued/celebrated.

**More Of** – Something already being done that could be increased to add value.

**Start Doing** – Something new that has not been done before.

- Plus/Delta

A continuous improvement tool that collects two types of feedback after an event, project, transition, or interaction: things are positive or repeatable and things the team member would change or improve (not things that are negative or are not working). Another great exercise on a whiteboard with an in-person or remote team.

+	Δ
What are we doing well?	How can we improve?

## AIR Feedback Model

The AIR Feedback Model is a structured approach for providing constructive feedback. It consists of three key elements:

**Action (A):** You clearly state the specific behavior or action that *you have personally observed* in the person receiving feedback. This sets the stage by providing a factual and non-judgmental description of what occurred.

**Impact (I):** You explain the consequences or impact of the observed behavior and articulate how it affects individuals, teams, or the organization as a whole. This helps the recipient understand the significance of their actions.

**Request (R):** You make a request or suggestion for a change in behavior. This should be actionable and focused on improvement, allowing the individual to know what steps they can take to address the issue.

By following the AIR method, feedback providers can offer feedback that is specific, constructive, and actionable, which increases the likelihood of the recipient understanding and making positive changes based on the feedback.

### A SCRIPT FOR SUCCESSFUL AIR FEEDBACK

#### Action

- When you \_\_\_\_\_ (*specific example or behavior you observed*).

#### Impact

- The impact is \_\_\_\_\_ (*how it affects you/team/customers/company*).

#### Request

- Would you be willing to \_\_\_\_\_? (*the action needed to improve*)

#### Helpful Tips:

- Be self-aware and do not try to provide constructive feedback when you are upset, distracted, or angry.
- Ask if it is a good time for the other person to chat – be respectful of their time and energy. They may be less receptive to hearing your feedback if you interrupt their concentration or flow or if they are on their way to a meeting.
- Own your feedback. Be clear that this is your opinion and not the vague feeling of the team or others.

- Make your feedback timely and routine – both when addressing the need to improve and when providing appreciative feedback.
- Create moments of constructive feedback in private and not in front of other team members.
- Be focused on solutions rather than problems when providing constructive feedback.
- Remember to use this script for appreciative feedback also!