**Clear the AIR**

Master the art of corrective and appreciative constructive feedback for a healthy team culture.

| Type | Workshop |
| --- | --- |
| Purpose | Training and Development |
| Topics | Leadership, problem-solving, motivation, conflict resolution, feedback, communication, visual thinking |
| Audience | Managers |

## **About this activity**

According to employment engagement research by OfficeVibe, 82% of teams appreciate positive and negative feedback and consider it essential for improving their performance. The same research found that 65% of employees who received regular feedback from their managers were more likely to stay with their organization.

In this workshop session, participants will learn quick feedback tools to gather helpful information in their 1:1 meetings, project updates, and team conversations while making rounds. They will learn the AIR Feedback Model for providing constructive feedback, both corrective and appreciative, and have the opportunity to work in pairs to practice their new feedback skills. Participants will walk away with the tools to have balanced and respectful feedback exchanges that foster personal growth and professional communication.

Clear the AIR is an activity for supervisors, managers, and leaders and is optimal for groups of 3-24 in an in-person setting.

#### Important details

| Best for groups of | 3-24 |
| --- | --- |
| Preparation time | 15 minutes |
| Duration | 60 minutes |
| Required materials | * Flip chart with markers or whiteboard * Leadership Feedback Tools worksheet * Pen/Pencil |
| Required location | * Indoors |
| Noise level | Medium |

## **How it works**

#### Instructions

Before conducting the activity (10 minutes):

The facilitator will read the instructions and become familiar with the quick feedback tools and the AIR method for providing constructive feedback. The facilitator will make double-sided copies of the Leadership Feedback Tools handout.

Conducting the training:

Introduction and Overview of Feedback Tools (30 minutes):

The facilitator will ask for a volunteer to share about a time when they had to give feedback to another team member - it could be a direct report, a board member, a boss, or a peer. The facilitator should ask the participant if the person accepted the feedback and what they would have done differently if they could repeat the interaction.

The facilitator should thank the participant for sharing and ask for participants to provide examples of the types of feedback they provide - or receive - as a manager or leader. The facilitator will write down the ideas on the flip chart and inform participants that the tools they will learn will apply to any of these types of feedback in some way.

The facilitator will inform participants that they will learn five quick feedback tools to use with their teams and one feedback tool specifically for providing constructive feedback, whether it is corrective or appreciative.

The facilitator will pass out the Leadership Feedback Tools handout and walk through each of the quick feedback tools, allowing for discussion or questions. The tools are:

* Feed Forward
* Stop - Start - Continue
* One Breath Feedback
* Starfish Retrospective
* Plus/Delta

The facilitator may ask for a show of hands after each tool to see how many people are currently using the tool and how many people envision using the tool in their daily work.

Last, the facilitator will introduce the AIR Feedback Method for providing constructive feedback. The facilitator will walk through the handout, including the script for delivering feedback and demonstrate corrective and appreciative feedback using the provided examples.

AIR Practice (20 minutes):

The facilitator will ask participants to group into pairs. Each person will think of one corrective and one appreciative item that they currently need to give feedback on. Using the script, the person will practice providing feedback to their partner, who will listen and suggest any tone or wording changes that might improve the feedback delivery. The person providing the feedback may choose to take notes or write out their script for later use.

The pair should then reverse roles so that both participants have the opportunity to practice providing both types of feedback using the AIR script.

Wrap-Up (15 minutes):

The facilitator should ask the following questions and allow for responses as time permits.

1. Does having a script take the fear out of knowing what to say when providing feedback?
2. Is it easier to provide more meaningful corrective feedback or appreciative feedback? Why?
3. Would your direct reports benefit from learning any of these tools? Which ones?

The facilitator will conclude by using the AIR script format to thank participants for their engagement and participation.

Rules

None

#### Example

Imagine you're a manager giving feedback to an employee who regularly submits reports late. Here is how the AIR method works in this situation:

**Action (A)**: "I've noticed that your recent report submissions have consistently been late by a few days."

**Impact (I)**: "This delay has had a negative impact on our team's workflow and caused us to submit project scope updates late to our customers."

**Request (R)**: "Can you please submit your reports at least two hours before the deadline to ensure you have time to address any issues that may delay completion? This would greatly help the team in turning around the information to customers on time and reduce negative feedback from customers for being late with their updates."

Now imagine you have a team member who created a fun, engaging training session for the team, and you want to provide appreciative constructive feedback. Here’s an example of what this looks like using the AIR method:

**Action (A)**: "The session you conducted on Thursday morning was informative and challenging, yet fun and engaging."

**Impact (I)**: "You’ve inspired me to think about how I deliver training, and I’d like to create sessions like this for my leadership team.”

**Request (R)**: "Would you be willing to meet with me next week and share some tips for designing this kind of session?”

## 

## **Materials**

#### For facilitator

Flipchart and markers or whiteboard

#### For attendee

Leadership Feedback Tools Worksheet

Pen/Pencil