

Effective Feedback

April 26, 2024

Engineers for Exploration, UC San Diego

The Feedback “Sh*t Sandwich”

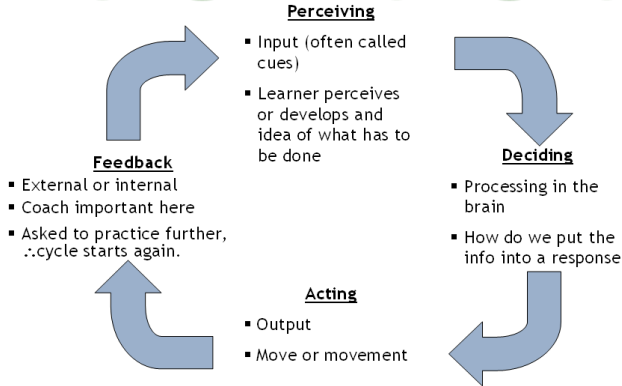
Read more at: GetLighthouse.com/Blog

*Something positive
to warm up the discussion*

The feedback you actually wanted to give

*Something else positive to
soften the real feedback*

The Learning Process



1

¹[https:](https://clarindabrown.wordpress.com/2011/05/24/a-food-processor-and-the-learning-process/)

[//clarindabrown.wordpress.com/2011/05/24/a-food-processor-and-the-learning-process/](https://clarindabrown.wordpress.com/2011/05/24/a-food-processor-and-the-learning-process/)

ENGINEERS
FOR
EXPLORATION

- Why? - Time is precious
- How? - Critical and constructive feedback

How can we implement this in engineering teams?

- Formal debriefs/retrospectives
- Informal feedback

For example:

- Code Reviews
- Design Reviews
- Expedition/Deployment Debriefs
- One-on-one Working Sessions
- In the moment feedback

6 R's of Effective Debriefs

Reflection

Reconvene

Reset

Review

Refine

Recap

Allows the team to:

- Return from any emotional highs or lows
- Individually identify concerns/feedback

- Set a time
- When is too late?
- When is too early?
- When to decide the time?

- No ego, no rank
- Reduce authority gradient
- Only one role - facilitator

- Identify objectives/goals
- Assess performance
- Use context rich stories
- Provide feedback

- Plan for getting/doing better
- Focus on individual and team performance

Recap

- Review all learnings
- Make sure everyone is on the same page

Growth Oriented

I Language

Functional

Timely

Specific

Probe

Alert

Challenge

Emergency

Activity

Additional Reading

- <https://www.thehumandiver.com/blog/navigating-the-authority-gradient-pt2>
- [https://www.bjanaesthesia.org.uk/article/S0007-0912\(19\)30172-2/fulltext](https://www.bjanaesthesia.org.uk/article/S0007-0912(19)30172-2/fulltext)
- <https://www.mach2consulting.com/wp-content/uploads/2014/01/The-Five-Rs-of-an-Effective-Debrief-Successful-Meetings-Magazine.pdf>