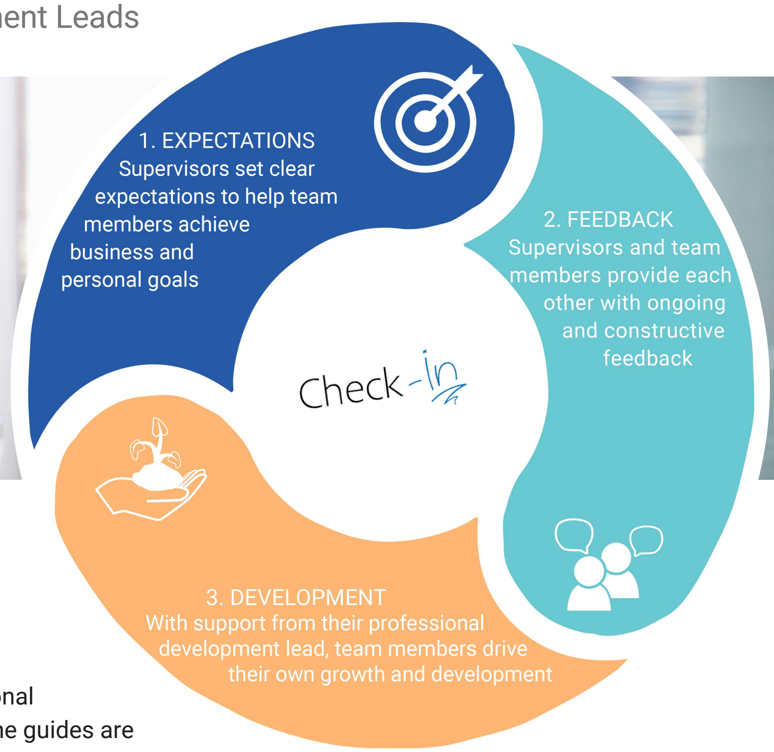
Feedback Discussion Guide

For Professional Development Leads



Directions for using this guide:

These discussion guides are intended to help provide a format and talking points for team members and professional development leads during Check-ins. The guides are organized by the three steps of Check-in: Expectations, Feedback and Development and provide suggestions for how to have an effective discussion. They are not intended to be a script, but to provide guidelines to prepare team members and PDLs before, during and after the Check-in conversation.

Best practices for Check-in

The purpose of Check-in is to make sure team members' expectations are clear, share feedback, and discuss development needs to enhance their performance. The flow of Check-in follows three core steps:

1. **Expectations:** First, agree what is expected of team members for the year in terms of deliverables, behavior and contributions.
2. **Feedback:** Next, provide frequent, two-way feedback to see how team members are progressing against expectations and let PDLs know if they could be doing something differently to better support the team member.
3. **Development:** Then, when team members know how they are performing, they can plan actionable goals in terms of learning, career and experience.

When should Check-ins happen?

PDLs should set up a regular cadence of Check-ins for all team members that fits the needs of their team, but the following guidelines are recommended:

- Check-ins should be scheduled at least once a quarter and typically, are 60-90 minutes long
- Expectations should be reviewed during a Q1 Check-in to clarify objectives for the year ahead.
- Q2 and Q3 Check-ins should be focused on feedback and development. Development discussions are driven by the Team Member.
- Feedback can be provided throughout the year, not only in Check-ins.
- Development-focused Check-ins are driven by the team member and should be scheduled when they feel appropriate. Typically, development conversations may happen once or twice per year.

FEEDBACK: Discussion Guide for Professional Development Leads

Guidelines:

- as a PDL or Supervisor, you will be part of a two-way feedback conversation.
- Provide timely, specific, balanced feedback.
- Show genuine appreciation for your team members and the value they bring to the team.
- Motivated team members want to know how they're doing, tell them!
- Don't give feedback when you are angry.
- Remember: Constructive, critical feedback is often the most helpful to people. Don't avoid the tough conversations and be open to hearing difficult feedback.

1. Specifics

Provide specific feedback based on your observations:

- "X is something you do very effectively."
- "I really appreciate your contributions to (project/team/BU) by doing X."
- "Looking forward, if you could change or do more of X it would make you more effective."

2. Ask

- PAUSE and ask for the other person's reaction.
- Ask open-ended questions to understand their perspective:
  - "If you could do it again, what would you do differently?"
  - "How did you feel following that situation?"
  - Ask if they would like your feedback on a particular issue. Feedback is received best when it is invited.

3. Impact

- When receiving feedback, consider the impact of your behavior on the situation/team. Do you need to take further action to change that impact?
- When providing feedback, describe the impact you observed on other people, both positive and negative.

4. Do

State or collaboratively agree on what needs to continue or change:

- "Can I make a suggestion?"...
- "What help/support would you like from me to help you stay on track?"
- "What feedback do you have for me?" – remember to say thank you for feedback received.

Follow-Through:

- Put agreed-upon changes into action.
- Regularly provide informal feedback to team members – after meetings, presentations, etc.
- Appreciate your team often and in a way that is meaningful for each of them.
- Remind your team that you are open to hearing their feedback.