Feedback Discussion Guide

For Team Members

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.
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FEEDBACK: Discussion Guide for Team Members

Guidelines:

- As an team member, you will be part of a two-way feedback conversation.
- Provide timely, specific, balanced feedback.
- Don't give feedback when you are angry.
- Ask lots of questions to ensure you are clear about the feedback you're receiving.
- 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

- "What do I do well that makes me effective? Why is that impactful?"
- "Are there any areas of performance concern that I need to be aware of?" Ask for specific examples.
- When providing feedback, state the specific facts that you know: "I have observed that you do/say __________and it impacts me in this way ___________."

2. Ask

- Pause and take time to respond to the feedback.
- Ask for suggestions:
  - "What should I stop, start, continue to do?"
  - "What is one thing, looking forward, I could change or do more of that would make me more effective?"

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

Collaboratively agree on what needs to continue or change:

- What will you do differently in the future?
- What help/support would you like from your Supervisor, PDL, or others to help you stay on track?
- Say thank you for the feedback.

Follow-Through:

- Put agreed-upon changes into action.
- Before your next Check-in, consider what feedback you would like to provide.
- Regularly ask for business context, changes, and risks.
- Regularly ask for informal feedback, not only in your Check-in conversations.

Adobe's open-source Check-in toolkit. Published by Adobe.

Available at https://www.adobe.com/check-in/toolkit.html

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