Professional Development Check-in



Feedback Discussion Guide

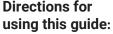
For Professional Development Leads



1. EXPECTATIONS
Supervisors set clear
expectations to help team
members achieve
business and
personal goals

2. FEEDBACK
Supervisors and team
members provide each
other with ongoing
and constructive

check-in



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 Checkin 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 Checkin 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.

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

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