

Protocol for Listening and Giving Reflective Feedback

The purpose of this protocol is to practice giving reflective feedback to each person in a small group or team. Following are guidelines for accomplishing this protocol's steps.

- Organize participants into groups of five or six.
- Allow ten to fifteen minutes for each round. (Time can vary depending on the group size.)
- *For each round*, each group designates (1) a timekeeper, who agrees to monitor the individual and whole-group time, and (2) a group facilitator, who will be the person sitting to the left of the speaker. The group facilitator will get the speaker started with information in step 1 of this protocol and end the round with questions in step 3.
- Depending on the remaining time after the feedback, the speaker may respond to any additional clarifying or reflective questions.

PRIOR THINKING

To prime participants for listening and giving reflective feedback using this protocol, have them first engage in some prior thinking. Each person should write down their answers to the following questions.

- What are you currently working on that is (a) not a done deal, (b) something you are considering, or (c) something in process?
- Why is it important?
- What have you done so far?
- What feedback would be of greatest value to you?

STEP 1: GOAL CLARITY (THREE MINUTES)

The selected or volunteer speaker uses this time to share a work-related goal, something they want, with the small group. The speaker describes (1) why the goal is important to them, (2) what they have done so far, and (3) the feedback they desire.

STEP 2: TEAM FEEDBACK (EIGHT MINUTES)

Using one minute per person, each listener, in turn, offers two value or value-potential statements and one reflective question for possibility, including any clarifying question they might have. All value and value-potential statements are shared prior to asking clarifying or reflective questions. During this time, there should be *no* cross talk. The speaker collects all the written reflective and clarifying questions from each observer prior to step 3.

STEP 3: SPEAKER RESPONSE (FOUR MINUTES OR ALL REMAINING TIME IN THE ROUND)

The original speaker responds to the reflective questions they received, answering them globally (one response as a group) or specifically (one response for each reflective question), depending on time.

Each speaker reflects on the feedback to determine their takeaways and a possible next step. Use the following questions to guide this reflection.

- What was most beneficial from this feedback?
- What will you do as a result of this feedback?

Proceed to the next round until all in the group have had an opportunity to give and receive feedback.