

## Learning How to Give Feedback

In this exercise, you will practice the skill of giving feedback by giving verbal feedback to each member in your group. You will also practice receiving feedback by listening to the feedback given to you by each member of your group.

Step 1. Take a small sheet of paper (or index card) for each member of the group, not including yourself. Write one group member's name at the top of each piece of paper (i.e., one name per piece of paper).

Step 2. For each group member, consider the following issues:

- a) What has this person done that has been particularly helpful to the group in getting the project completed?
- b) How has this person contributed to the general atmosphere of the group?
- c) Has this person done anything that has negatively affected the group?

Step 3. After considering those issues, provide written feedback to each person in your group, answering the following questions. Remember that you are giving feedback to help the person continue doing well and improve things that need to be improved. Be as specific and detailed as possible:

- a) What I like about the way you have been working in our group is...
- b) What I wish you would do differently is...
- c) The mark I would give you on performance to date is...(any number between 0 and the number of people in your group, with 1=equal share; 0=no share; >1=has done more than others). Be sure to look at the numbers you give to each person to make sure that they add up to the number of people in the group minus one (i.e., 6 people in group, total score should add up to 5)

Step 4. Each group should form a circle, or something approximating a circle. Determine who will be the first to get feedback.

Step 5. Feedback will be given to one person at a time.

- a) Each person gives feedback to the person, describing what the person has done well, and what should be done differently. In giving the feedback, you should make an effort to deliver your message in a professional and objective manner.
- b) After everyone has read their feedback, the person receiving the feedback shall summarize what they heard. They should not explain their performance, or argue. They should just summarize what they heard.
- c) Each person in the group should pay attention to the feedback as it is given, to consider both the adequateness and accuracy of the evaluation. If something seems inappropriate, you may want to speak up afterwards. Also, you should consider how the feedback was delivered, and whether the feedback was appropriately presented.
- d) Continue around the circle with the next person to receive feedback, until each person in the circle has received feedback.

Step 6. After all of the evaluations have been conducted, you should give your written feedback slips out to each person.

Source: Nancy Langton and Larry Anderson, with revisions from Marc-David Seidel. Special thanks to Sally Maitlis and Dan Skarlicki for providing feedback on earlier drafts of this exercise.