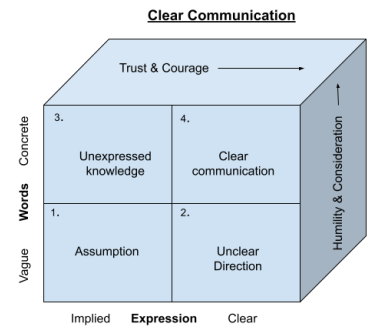




FEEDBACK RITUAL GUIDE

Leaders ↔ Direct Reports



"Slow is Fast" -Dr Stephen R Covey

GROUP Feedback

Purpose: Review Strategic Goals, Obstacles, Decisions, and Assignments

🕒 Time Investment: 90 minutes

🔄 Frequency: Once every two weeks

Requirements:

- No interruptions, High Trust, Safe for Dissent
- Use MAP
- Designate a facilitator

Expectations:

- Vigorous debate
- Asking / Answering the tough questions
- Empower team member

INDIVIDUAL Feedback

Purpose: Set Direct report goals, review key metrics, progress of goals, feedback, suggestions

🕒 Time Investment: 60 minutes

🔄 Frequency: Once every month

Requirements:

- Use MAP or Project Clarity Form.
- No interruptions, High Trust, Safe for Dissent

Focus:

- How are you(r) (team) performing against your quarterly goals this month?
- What commitments did you make last month?
- Have those been achieved?
- What commitments will you make this month?
- What is new that I need to be aware of – positive or negative – with you, your team, or current/new projects.
- Are there any decisions we need to make today?

QUARTERLY CANDOR Feedback

Purpose: Leader to listen and ask and answer questions in a safe environment

🕒 Time Investment: 90 minutes

🔄 Frequency: Once every quarter

Requirements:

- Use MAP or Project Clarity Form.
- No interruptions, High Trust, Safe for Dissent.
- Recommend off site.
- Review Direct Report's job description to be sure it is aligned with their duties.

Candor Questions:

- What is the one thing from me that you aren't getting?
- How can I serve you better as a leader?
- In what ways do you feel set up to win and set up to lose in your position?
- If we could resolve one issue to improve your role, what would it be?
- What opportunities for improvement do you see in our business?
- How could I better lead our team as a whole?
- What is one thing I do that drives you crazy?
- What is one thing you'd like me to keep doing?
- What is one disconnect you see between me and the rest of the team?
- How can I better communicate with you?
- What are your top three suggestions for me to be a better leader in our business?