

# Step 3 - Handbook

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A step by step guide for the facilitator

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## HOW TO SCHEDULE THE SESSION

### *An example of a seven-member team*

Length of the session between ca. 2h 20min. to 2h 55min

#### ***PART I - INTRO: 10 -15 min.***

- Welcome the participants and lay down the rules
- Explain why we are here
- Warm-up round
- Explain the process
- Hand out the forms

#### ***PART II - WRITING: 35-40 min.***

- Instructions for writing the feedback
- Providing the time for participants to write the feedback (**two forms: about my teammates, about our team**)

#### ***PART III - SHARING: 30-35 min.***

- “Like”s round I: Sharing the individual-level “like”s

**BREAK: 5 minutes**

#### ***PART III - SHARING continues: 40-50 min.***

- “Wish”es round I: Sharing the individual-level “wish”es (30-35 min.)
- “Wish”es round II: Sharing the team-level “wish”es (10-15 min.)

## HOW TO SCHEDULE THE SESSION

### ***PART III - SHARING continues: 10-15 min.***



- “Like”s round I: Sharing the team-level “like”s

### ***PART IV: REFLECTION: 10-15 min.***



- Promises and feelings

**NOTE:**

**The length of the session depends on how active the team is and on how easily it gets to a deeper-level of discussion and reflection. The longer or more intensively the team has been working together, the more they usually have to discuss and share and more time should be reserved for the session.**

## FACILITATOR'S CHECKLIST



### 1. Welcome & rules

**Tip:** Make people feel welcome and comfortable. Ask participants to turn off their phones and be present both physically and mentally during the session.



### 2. Why are we here?

**Tip:** "So we are putting time and effort on right things, both individually and as a team."



### 3. Warm-up round

**Tip:** Ask everyone to tell few words about themselves and what are their feelings regarding the session. Write down people's names on "**Facilitator's name list**".



### 4. Explain the how

**Tip:** The session has three parts: writing, sharing and reflection. Only one talks at a time.



### 5. Hand out the forms

1. Notes About My Teammates
2. Notes About Our Team
3. Notes About Me



### 6. Que the music

If you have some nice relaxing music now is a good time to play it.



### 7. "Like"s round I

Everyone will share their "like"s' to one person at a time. Continue until all individual "like"s' have been shared.



### 8. Break

If you like, have a short brake. Make sure everybody will be back on time.



### 9. "Wish"es round I

Everyone will share their "wish"es to one person at a time. Continue until all personal "wish"es have been shared.



### 10. "Wish"es round II

Everyone will share their team-level "wish"es. Continue until all "wish"es have been shared.



### 11. "Like"s round II

Everyone will share their team-level "like"s. Continue until all "like"s are shared.



### 12. Promises & feelings

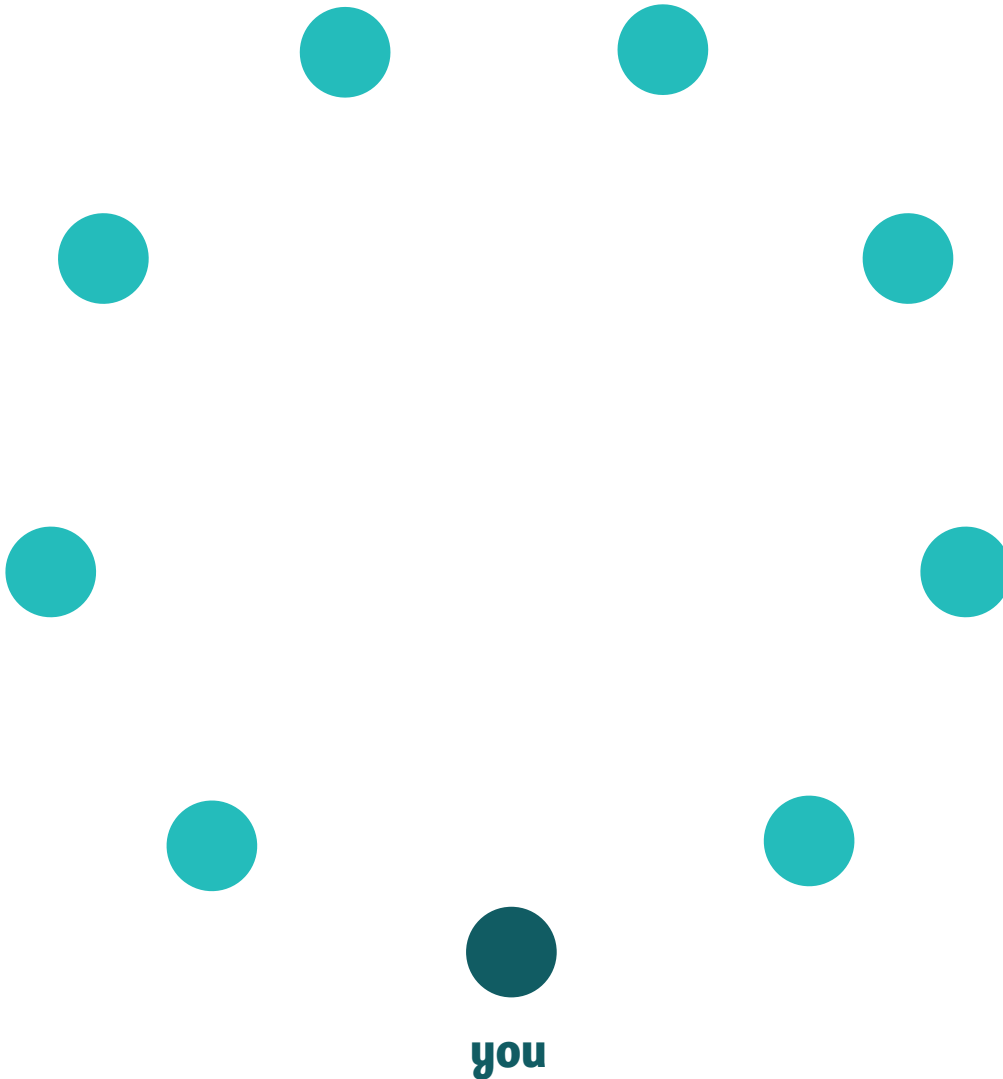
Everyone will share their feelings regarding the session and choose things they will try to make an improvement to.



**FACILITATOR'S NAME LIST**

**NB! Ideally you will sit in a circle**

If you need you can add more people. This works for eight + one facilitator. Write the names of the participants so you don't forget them.



## PART I - INTRO

### 1. Welcome the participants and lay down the rules

- Make the participants feel welcome, let everyone to choose their place and allow some time for settling down. Ensure that the atmosphere is calm and everyone is present both mentally and physically before starting the session.
- Ask the participants to turn their mobile phones on mute and express a wish that neither mobile phones nor laptops would be used during the session (this applies also to the facilitator). It is important the whole team would be as present as possible during the session.
- Tell the participants that everything discussed during the session is confidential and will stay between the participants and the facilitator.

### 2. Explain why we are here

1

**“Innovative projects call for individual and collective creativity, which requires an atmosphere where team members feel safe to share their ideas, thoughts and doubts related to the project.”**

The level of participation in a team depends on how freely people can and are willing to share their unique information and point of views.

2

**“Without feedback people might not know whether they are doing things right or doing the right things”**

The risk is that the team’s behavior starts to build on assumptions. If these assumptions are never spoken aloud, efforts may be focused and energy spent on things that never existed in the first place.  
Except in one’s own mind.

**“Although recognized as important, putting aside some time and effort to systematically provide feedback among the team is easily neglected.”**

That is why supporting structures, such as these facilitated feedback sessions that force the team to take the time to concentrate on team issues are needed.

### 3. Warm-up round

- It is a good idea to let the participants say something before they start writing their feedback. For example, ask everyone to say few words about themselves / their day / their week, and what are their feelings regarding the session. Some people may have doubts and fears regarding the sessions and it is important to let them out at the beginning. The facilitator should just thank for the shared feelings and not start defending in case some more negative feelings are brought up. Being nervous about the forthcoming session is very normal.
- If not known in beforehand, write down the names of the participants to “Facilitator’s name list”. It is important to call people by their names in order to make the session more casual.

### 4. Explain how the session will proceed

- The session will consist of three sections: writing the feedback, sharing the feedback and reflection. Most time should be used for sharing the feedback.
- First, the participants will write feedback to all team members present (**form: about my teammates**) as well as to the whole team (**form: about our team**).

NOTE:

**The forms will be used only to assist sharing the feedback; these forms will not be shared to teammates.**



## PART I - INTRO

- After the writing-part each of them will provide and receive both positive and constructive individual-level feedback as well as provide both positive and constructive team-level feedback. How this will be done, will be explained when the team is starting to share the feedback.
- The session will end in reflecting on the feedback received, which is why writing down notes (**form: notes about me**) during the session is recommendable.

### 5. Hand out the forms

- Hand out the forms (**three forms: about my teammate, about our team and notes about me**) that you printed in Step 2. Provide also pens and writing-tablets to the participants.



## 6. Give the following tips for writing the feedback



- Everyone will start writing their “like”s and “wish”es for each member present as well as for the whole team (**forms: about my teammate and about our team**).

### NOTE:

If some team member is missing from the session, the members present will not write nor share feedback regarding her/him. It is important that the feedback is shared and discussed openly and only regarding the people present.

- “Like”s refer to the strengths seen in a team member / team / oneself where as “wish”es refer to the potential seen in a team member / team / oneself that has not yet been fully utilized. “Wish”es are at least as important as the “like”s as they are the ones that help us to develop.
- Offer a few examples on what kind of feedback could be written.

### EXAMPLES:

**“I like that you listen to everyone’s point of views so carefully and take into account how others are feeling.”**

**“I wish that you would share your own ideas more courageously, I’m sure we would benefit from them.”**

- Tell the participants about how much they have time to write the feedback and call when they still have half of the time left for writing and again 5 minutes before the time is up.

### EXAMPLE:

**Spend approximately 5 minutes per person to write the individual-level feedback. Spend another 5 minutes to write the team-level feedback.**

**Thus if there are five participants then everyone will be writing the feedback to four team members, which gives 20 minutes plus 5 minutes for the team-level feedback, resulting in approximately 25 minutes altogether.**

## PART II - WRITING

- Tell the participants to lay their pens down on the paper once they are ready with writing the feedback. However, ask everyone to stay quiet until everyone is done so that no one will feel rushed.

### ***7. If possible play some background music***



- Experience shows that people feel more comfortable writing the feedback when there is music played on the background. It seems, that it is easier for the participants to dive into writing the feedback when music is playing on the background.

## PART III - SHARING

### ROLE OF THE FACILITATOR

The most important role of the facilitator is to make sharing feedback among the team easier for its members. The facilitator is the one providing the frame inside where the team feels safe to share their thoughts on how the team is doing. S/he needs to ensure the session is proceeding as it should and everyone is behaving accordingly. During the sharing –part the facilitator should stay neutral and on the background and be sure not to share his/her own opinions or point of views, regarding the team members, the team, or the feedback provided.

### 8. Sharing the “like”s for the team members



- Start with the “I like” –round. Now everyone will share their “like”s always for the same one person at the time.

**EXAMPLE:**

**Everyone will share their positive feedback to Nick first and then move on clockwise to Sarah etc.**

- Instruct the participants to provide the feedback directly to the person in question by looking at him / her and asking them to provide the feedback in the form “I like that you”, to make it more personal and informal. Sometimes, the participants start to look at the facilitator while providing the feedback. If so, the facilitator can gently direct the one who is providing the feedback by showing example and looking at the person to whom the feedback is meant to.
- Remind about the form notes about me, to where people may write down the feedback they receive. It might make listening the feedback easier to some people as they can at the same time do something else as well.
- After each “I like” –round, give the person who received the positive feedback an opportunity for an “I feel” moment: if desired, s/he can comment on and share his/her thoughts about the feedback received and compare it with what s/he sees as his/her own strengths. Note that, this should only take place after everyone else has shared their positive feedback. The “I like” –round should not be interrupted in any point.

### GOOD TIME FOR A SHORT BREAK

## PART III - SHARING

### 9. Sharing the “wish”es for the team members



- It is a good idea to remind the participants to share their constructive feedback by always starting with “I wish”. This ensures that the feedback will be given in a constructive way, which is the goal. Remind again about the form notes about me, to where people may write down the feedback they receive.
- The “I wish” round will proceed the same way as did the “I like” round: Everyone will share their “wish”es for one person at the time. You might want to change the order in which the feedback is shared so that the same persons are not always the first ones to receive or provide feedback. If you were moving clockwise during the “I like” round, now change to move counterclockwise with the “wish”es.
- It is especially important with the constructive feedback to give an opportunity for possible clarifications and ensuring that the person receiving the feedback understood it the way it was meant to. Hence, again give everyone an opportunity for an “I feel” -moment: the person who received the constructive feedback can comment on or share his/her thoughts, ensure s/he understood what was said and compare the feedback received with the potentials s/he recognized in her/himself. Note that, this should only take place after everyone has shared their constructive feedback. The “I wish” round should not be interrupted in any point.

### 10. Sharing the “wish”es about the whole team



- After sharing the individual-level “like”s and “wish”es, it is time for sharing the “wish”es about the whole team (form: about our team). Now, the team-level “wish”es will be shared one person at a time.

## 11. Sharing the “like”s about the whole team



- It is important to end the sharing part with positive feedback. After each member has received and provided both positive and constructive individual-level feedback and shared their team-level “wish”es, it is time to share the team-level “like”s.
- Now, everyone will have the possibility to share their “I like”s about the whole team (form: about our team).

## PART IV - REFLECTION

### 12. Promises and “I feel”s



- The last part of the session is to give everyone an opportunity to share their feelings regarding the session and to give a minute to reflection the “wish”es they received from their team members as well as the “wish”es provided for the whole team.

#### THE ONE WHO IS READY FIRST CAN START SHARING THE FOLLOWING THREE THINGS

1

Choose one thing from the constructive feedback received from their team members as the main target for development.

2

Choose one thing from the wishes shared for the whole team that you will try to affect and make an improvement to.

3

Reflect on the session. How did it feel? What kind of ideas and thoughts did it bring up?



**Hooray you are done**