



It starts with Scouts.

Giving and Receiving Feedback Tips

Delivering feedback

Prepare:

- What is your positive intent and outcome of the discussion?
- What are some specific examples of situations in which the volunteer was particularly effective or ineffective in accomplishing results/goals.
- Now, prepare your core message – what do you want to focus on during the discussion?
- What 2-3 areas of strength are important for shaping the volunteer's work going forward?
- What are the 1-2 areas for improvement or learning?
- Are there any points of the discussion for which you anticipate disagreement?

Guidelines for giving Positive Feedback

- **Clearly describe** the effective use of a skill or behaviour that you would like to reinforce. Illustrate by describing what you saw, heard, etc and **why it was effective**.
- *Fred, I thought the way you brought your enthusiasm to the xxx activity, really engaged the troop. You were smiling, clearly having fun with it yourself and that came through.*
- Explain why you are commenting on the performance to show **meaning and impact**.
- *The faces of the Cub Scouts, lit up and afterwards they were talking about how they could use this at school.*
- **Sincerely thank** the volunteer on behalf of yourself and Scouts Canada.
- *I really want to thank you for the obvious effort you put into programming. It makes a difference at this level as well as to the overall image and reputation of Scouts Canada.*
- Remember the skill strength so that in future discussions you can help find other opportunities for them to shine.

Guidelines for giving "Developmental" Feedback

- **State your positive intent:** "(task/responsibility) is important and I want you to succeed at it." Remember this is an opportunity to **coach not judge**.
- *Sally, to help you succeed in the planning meetings, I'd like to discuss how you interact with others.*
- **Describe** the performance problem and **how it impacts** the volunteer, the Council and/or Scouts Canada. Be specific.

- *I notice you don't offer your opinions at the planning meetings. That means your good ideas aren't shared with others and I'm finding duplicate communication is taking place because of that.*
- Ask the volunteer to discuss the problem – what they did, how and why they chose the approaches they did and how they perceive the effectiveness of those choices. Ask questions to elicit information and **LISTEN**. Were there obstacles in their way of being successful – ones that you can help remove?
- *What do you think about that? / What do you think about this comment?*
- Ask how, knowing the result was less than effective, they might do things differently. Rather than providing the solution, help them with problem solving so they can arrive at the same conclusion while taking ownership and responsibility.
- *In hindsight – what would you do or what could you do differently?*
- Provide your **feedback** and offer any additional suggestions.
- *What would you think about leading part of the discussion on xxxx?*
- Summarize and get agreement for next steps and timelines where appropriate and **be sure to follow up**.
- *Ok, so let's agree that you will take the lead on discussing Popcorn sales next meeting and I will follow up with you (when) and we can talk about how it went?*

Follow-up

- Be sure to follow-up with the volunteer as you agreed. This is an opportunity to recognize their efforts and reinforce their commitment to improvement.
- Prepare as you did for the initial feedback offering specific examples of how improvement is going.
- Ask the volunteer what s/he has noticed in terms of improvements.
- Agree on next steps as appropriate... continue cycle.

Feedback Worksheet

A - Action (What the person did) (describe the behaviour/actions):

I - Impact (The impact of that action) (why it was effective?)

D - Do / desired outcome (what you would like that person to do now)

Thank you / next steps (as appropriate)