**COMMON TRAINING**

**PHASE FOUR**

**INSTRUCTIONAL GUIDE**

**SECTION 4**

**EO M403.04 – PROVIDE FEEDBACK TO TEAM MEMBERS**

Total Time: 60 min

## PREPARATION

### PRE-LESSON INSTRUCTIONS

Resources needed for the delivery of this lesson are listed in the lesson specification located in A-CR-CCP-604/PG-001, *Phase Four Qualification Standard and Plan*, Chapter 4. Specific uses for said resources are identified throughout the instructional guide within the TP for which they are required.

Review the lesson content and become familiar with the material prior to delivering the lesson.

Photocopy the scenarios located at Attachment A. Cut out the scenarios and distribute one to each cadet. If there are more cadets than scenarios provided, multiple cadets may be given the same scenario.

Photocopy the Effective Feedback handout located at Attachment B for each cadet.

### PRE-LESSON ASSIGNMENT

Nil.

### APPROACH

An in-class activity was chosen for TPs 1 and 5 as an interactive way to provoke thought, and to stimulate an interest among cadets about feedback.

An interactive lecture was chosen for TPs 2–4 to orient the cadets to giving effective feedback.

## INTRODUCTION

### REVIEW

Review what “feedback” is. This is previously discussed in Phase Three and can be summarized as follows:

Feedback is a reactive form of communication. It is a response to some kind of action or input. Feedback may:

- answer a question;
- fulfill a request for information;
- reply to or rebut a point of discussion;



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- suggest a revision during a task; or
- evaluate task or job performance.

**OBJECTIVES**

By the end of this lesson the cadet shall have provided feedback to team members.

**IMPORTANCE**

It is important for cadets to provide feedback because it is an essential skill for a team leader. Feedback is given to help team members improve. Providing feedback correctly to team members gives the team members regular guidance to complete their tasks.



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**Teaching point 1** **Have the cadets brainstorm and prepare a list of opportunities when feedback should be provided.**

Time: 5 min Method: In-Class Activity

## ACTIVITY

### OBJECTIVE

The objective of this activity is to have cadets brainstorm and prepare a list of opportunities when feedback should be provided.

### RESOURCES

- Two flip charts, and
- Two markers.

### ACTIVITY LAYOUT

Nil.

### ACTIVITY INSTRUCTIONS

1. Divide the cadets into two groups.
2. Give each group a flip chart and marker.
3. Have each group brainstorm and record on the flip chart a list of opportunities when feedback should be provided.
4. Have one member of each group share their list with the class.

### SAFETY

Nil

## CONFIRMATION OF TEACHING POINT 1

The cadets' participation in the activity will serve as the confirmation of this TP.

**Teaching point 2** **Explain the principles of effective feedback.**

Time: 10 min Method: Interactive Lecture

### PRINCIPLES OF EFFECTIVE FEEDBACK

Feedback may be given to the team as a whole or it may be given to individual team members. Giving feedback well is a skill. Feedback is a practical method for giving team members feedback, and when giving feedback, it should be frequent, accurate, specific, and timely.

**Frequent.** Frequent means occurring often or in close succession. Team leaders should give feedback often. After giving feedback, a team leader should note if the team members are responding. If the feedback is not being used by the team members, it may need to be restated in a different way.



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**Accurate.** Accurate means careful, precise or lacking errors. Accurate feedback means giving feedback that is truthful and fact-based. Accurate feedback should be correct, balanced and appropriate; if not, team members may begin to lose respect for the team leader as every instance of feedback has an effect on the team members' trust.

**Specific.** Specific means clearly defined, definite or precise. Specific feedback means giving feedback that is detailed and clear-cut. Telling team members what they do right and wrong is not specific enough; the team leader must also tell team members exactly what steps are necessary to improve their performance. This is usually done by asking reflective questions to the team members so they generate suggestions for improvement. When giving specific feedback, team leaders should set concrete goals and deadlines for team members.

**Timely.** Timely means opportune, occurring, done or made at suitable or appropriate time. Timely feedback means giving feedback at the right time. The closer in time the feedback follows the performance, the more impact it will have on team members because the performance and the feedback are tied closely together.



Feedback must be based on the team member's behaviour and / or performance—not the person or their personality.




Ask cadets to give examples of when feedback has been given to them that was frequent, accurate, specific, and timely.

## CONFIRMATION OF TEACHING POINT 2

**QUESTIONS**:

Q1. What does frequent feedback mean?

Q2. What does accurate feedback mean?

Q3. What does specific feedback mean?

Q4. What does timely feedback mean?

**ANTICIPATED ANSWERS**:

A1. Frequent feedback means giving feedback to team members often.

A2. Accurate feedback means giving feedback that is truthful and fact-based.

A3. Specific feedback means giving feedback that is detailed and clear-cut.

A4. Timely feedback means giving feedback at the right time.



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**Teaching point 3** **Explain the ground rules for providing feedback.**

Time: 10 min Method: Interactive Lecture

## GROUND RULES FOR PROVIDING FEEDBACK

The following ground rules for providing feedback may enable the team leader to give helpful, constructive feedback, without creating conflict or confrontational behaviour with team members.

### Focusing on What is Observed

Team leaders should give feedback based on what they see because it is factual. What team leaders believe is based on supposition and inference; it is an interpretation of what they have seen. When team leaders give feedback based on interpretation rather than fact, the interpretation may be wrong.

For example:

A team member is looking at their boots as the team leader speaks to him. The team leader says "Pay attention." This is incorrect because the team leader is inferring that the team member is not paying attention. The team leader should say "You should be looking here." This statement focuses on what the team leader saw.

### Focusing on Behaviour

Team leaders should give feedback based on the behaviour of team members, not on the person or personality of a team member.

For example:

A team leader observes a team member slouching against a wall. The team leader says "Don't be lazy." This is incorrect because the team leader is making judgment on the team member's personality. The team leader should say "Stand up straight." This statement does not make any judgment but focuses directly on the behaviour required by the team member.

### Keeping it Neutral

Team leaders should give feedback that is unbiased and does not make judgments. When a team leader is objective when giving feedback, the team members can determine for themselves the effect of their behaviour. This presents a more meaningful learning opportunity for team members.

For example:

The team leader observes a team member arriving late again. The team leader says "You are late a lot." This is incorrect because the team leader has made a judgment on how many times the team member has been late. The team leader should say "You have been late three times in the past two months." This is a statement of fact.

### Using it to Inform

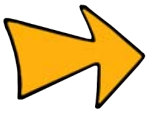
Team leaders should give feedback that is enlightening and does not advise. When the team leader gives feedback, it leaves the team members free to draw their own conclusions. This freedom allows the team members to decide what actions are necessary to change their behaviour.

For example:

A team leader does an inspection and observes that a team member's boots are not up to standard. The team leader says "Everyone needs to work on their boots." The team leader should say "Our team's boots are not meeting inspection standard." This statement allows team members to decide what should be done.



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If the team members cannot generate an idea, the team leader may have to explain what behaviour is required.

**Making it Supportive**

Team leaders should give feedback that is reassuring and not threatening. When the team leader gives feedback that is supportive, it does not sound like a put-down. The choice of language and tone must be carefully considered. Even the friendliest and best intentioned feedback can sound intimidating.

For example:

A team leader observes a team member leading a team-building activity. The team leader says "I want to talk to you about that activity." This may be perceived as frightful and ominous. The team leader should say "I thought your activity went well, but let's have a chat about making it even better." This statement starts with something positive and then offers and opportunity to discuss ways of improving.

**Keeping it Simple**

Team leaders should give feedback that is uncomplicated. Team members can usually only process one or two pieces of information at any one time. If team leaders overload team members with too much feedback, there is a possibility that the information will not be received. Feedback on one or two major points is more useful than feedback on six or seven minor points.

For example:

A team leader supervises as a team member conducts an inspection. The team leader notices that the team member's uniform and boots are not up to inspection standard. The team member starts the inspection at the cadet's back and continues to make errors. The team leader says "Very few things went correctly during that inspection—you look bad, you started with their backs and your comments made no sense." This is incorrect because the team leader is focusing on too many issues at once. The team leader should have said "Very few things went correctly during that inspection and we will start with your uniform." This allows the team member to focus on one behaviour at a time.

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**ACTIVITY**

Time: 5 min

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**OBJECTIVE**

The objective of this activity is to have the cadets identify the ground rules for providing feedback.

**RESOURCES**

Nil.

**ACTIVITY LAYOUT**

Nil.

**ACTIVITY INSTRUCTIONS**

1. Have the cadets find a partner.
2. Have the cadet with the earliest birthday recite one ground rule for providing feedback to their partner.



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3. Have the cadet with the latest birthday recite another ground rule for providing feedback to their partner.

4. Have the cadets take turns reciting the ground rules for providing feedback until all the ground rules have been recited.

**SAFETY**

Nil.

**CONFIRMATION OF TEACHING POINT 3**

The cadets' participation in the activity will serve as the confirmation of this TP.

**Teaching point 4** **Explain the steps for providing and receiving feedback.**

Time: 10 min Method: Interactive Lecture

**STEPS FOR PROVIDING FEEDBACK**

The purpose for providing feedback is to let team members know how they are doing and when they are not meeting expectations. Team leaders should ensure that feedback is given when team members meet and / or exceed their commitments, as well as when team members do not meet their commitments. There are five steps for providing feedback.

**Planning What to Say.** Team leaders need to plan what they will say during feedback using the ground rules for providing feedback. Team leaders should think ahead of time about the team member's behaviour to be discussed. Team leaders should also have suggestions for improvement; however, these ideas should only be given if the team member cannot generate suggestions for improvement themselves.

**Providing Examples of Behaviours.** Team leaders need to give feedback that provides examples of the behaviour that needs to change. Giving unclear or vague examples may lead to anxiety in team members because they are not sure what behaviour needs to be modified.

**Allowing Time for Feedback.** Once team leaders have provided examples to the team members, they should allow time for discussion. The team members may agree, disagree or provide their perspective of the situation to the team leader. The team members may need to ask for clarification of the behaviours or they may ask for suggestions to assist them in changing their behaviour.

**Motivating.** Once team leaders have allowed time for discussion of the feedback, team leaders should motivate the team members. The team member may be disappointed by the feedback so the team leader should encourage and stimulate them to reach their goals.

**Setting a Timeline for Action and Follow-Up.** Team leaders need to set a timeframe for action by the team member to check for progress on the behaviour change. Team leaders need to follow up to ensure the team members are making the corrections required.

**RECEIVING FEEDBACK**

In every feedback session, there must be a sender and a receiver. When receiving feedback, there are five considerations.

**Seeing Each Feedback Session as a Learning Opportunity.** Each time feedback is received, the feedback session should be seen as a learning opportunity because ideas are generated on how to improve performance. Whether the idea comes from the receiver or the sender, acting on suggestions usually leads to developing skills and knowledge.



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**Actively Listening to the Sender's Ideas.** Active listening encourages the sender to present their feedback in a non-threatening environment. Active listening on the part of the receiver shows the sender that their feedback is important.

**Asking for More Information if the Ideas are Not Understood.** When the sender gives feedback and the ideas are not understood, the receiver should ask for more information. By asking questions for clarification, the receiver should be able to understand the sender's intent.

**Being Honest About How the Feedback is Affecting One's Emotions.** Receiving feedback can make the receiver feel uncomfortable. The receiver should be honest with the sender about how the feedback is affecting them. As the receiver, try not to get emotional or take the feedback personally.

**Remaining Open-Minded About Future Learning Opportunities.** It is important to be open-mined about future feedback. Senders may follow up on their feedback and may even provide even more feedback. The receiver should be aware of these future learning opportunities.

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**CONFIRMATION OF TEACHING POINT 4**

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**QUESTIONS**:

Q1. State two of the five steps for providing feedback.

Q2. State two of the five considerations for receiving feedback.

**ANTICIPATED ANSWERS**:

A1. Planning what to say; providing examples of behaviours; allowing time for feedback; motivating; and setting a timeline for action and follow-up.

A2. Seeing each feedback session as a learning opportunity; actively listening to the sender's ideas; asking for more information if the ideas are not understood; being honest about how the feedback is affecting one's emotions; and remaining open-minded about future learning opportunities.

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**Teaching point 5** **Using scenarios, have the cadets practice providing feedback to team members.**

Time: 15 min Method: In-Class Activity

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**ACTIVITY**

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**OBJECTIVE**

The objective of this activity is to have cadets practice providing feedback to team members.

**RESOURCES**




If there are more cadets than scenarios provided, multiple cadets may be given the same scenario.

Scenarios located at Attachment A.



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**ACTIVITY LAYOUT**

Nil.

**ACTIVITY INSTRUCTIONS**




To give each cadet an equal opportunity to give feedback, divide the time equally between the number of cadets in the group.

1. Distribute a scenario to each cadet.

2. Give the cadets one minute to read the scenario and make notes on the feedback they wish to give. Ensure the cadets know the length of time they have to give feedback.

3. Ask for a volunteer to give their feedback.

4. Have the volunteer read their scenario and then give their feedback.

5. Repeat Steps 3 and 4 until all cadets have given their feedback.

**SAFETY**

Nil.

**CONFIRMATION OF TEACHING POINT 5**

The cadets' participation in the activity will serve as the confirmation of this TP.

**END OF LESSON CONFIRMATION**

The cadets' participation in the feedback activity will serve as the confirmation of this lesson.




Distribute the Effective Feedback handout located at Attachment B to each cadet.

**CONCLUSION**

**HOMEWORK / READING / PRACTICE**

Nil.

**METHOD OF EVALUATION**

This EO is assessed IAW A-CR-CCP-604/PG-001, *Phase Four Qualification Standard and Plan*, Chapter 3, Annex B, 403 PC.



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## CLOSING STATEMENT

Providing feedback is an essential skill for a team leader. Feedback is given to help team members improve. Providing feedback correctly to team members gives the team members regular guidance to complete their tasks.

## INSTRUCTOR NOTES / REMARKS

Nil.

## REFERENCES

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C0-412 ISBN 978-0-87425-495-2 Tulgan, B. (1999). *Fast feedback* (2nd ed). Amherst, MA: HRD Press, Inc.



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# SCENARIOS FOR PROVIDING FEEDBACK

**SCENARIO #1**

One of your team members has not displayed a positive attitude toward the last three tasks assigned to him. He is complaining about having to do any work at all. His outlook is having a negative effect on the team. He is a second year cadet and wishes to go to summer training this summer.

**SCENARIO #2**

One of your team members has not worn her uniform to cadets twice this month. When she has worn her uniform, it has not been up to inspection standards. She is a first year cadet and does very well in her classes.

**SCENARIO #3**

One of your team members was tasked with setting up and tearing down a classroom for a staff meeting. He completed the task but was 10 minutes late for the set-up and 5 minutes late for the tear-down. He is always asking to be given more duties.

**SCENARIO #4**

One of your team members was absent from the last three parade nights and did not call to explain his absence. He is at cadets this evening. He is a first year cadet and wishes to go to summer training this summer.

**SCENARIO #5**

One of your team members has been late coming to class after break the last three weeks in a row. He is a volunteer at the canteen.

**SCENARIO #6**

One of your team members was tasked to clean up a classroom. This task was not accomplished. She is a third year cadet.

**SCENARIO #7**

One of your team member's hair does not meet the standard. Her hair is on her shoulders. Her uniform and boots do meet the standard.

**SCENARIO #8**

One of your team members has been accomplishing all tasks assigned. He has been to every parade night and volunteers for all cadet activities. He is a second year cadet and wishes to go to summer training this summer.

**SCENARIO #9**

One of your team members has been accomplishing three quarters of the tasks assigned. She has been to all parade nights except two. She volunteers for nearly all cadet activities. She is a second year cadet and wishes to go to summer training this summer.

**SCENARIO #10**

One of your team members has been accomplishing all tasks assigned and is very enthusiastic while doing them. He has been to all parade nights except two. He volunteers for nearly all cadet activities. He is a first year cadet and wishes to go to summer training this summer.



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# EFFECTIVE FEEDBACK

## PRINCIPLES OF EFFECTIVE FEEDBACK

Feedback is a reactive form of communication. It is a response to some kind of action or input. Feedback may:

- answer a question;
- fulfill a request for information;
- reply to or rebut a point of discussion;
- suggest a revision during a task; or
- evaluate task or job performance.

Feedback may be given to the team as a whole or it may be given to individual team members. Giving feedback well is a skill. Feedback is a practical method for giving team members feedback, and when giving feedback, it should be frequent, accurate, specific, and timely.

**Frequent.** Frequent means occurring often or in close succession. Team leaders should give feedback often. After giving feedback, a team leader should note if the team members are responding. If the feedback is not being used by the team members, it may need to be restated in a different way.

**Accurate.** Accurate means careful, precise or lacking errors. Accurate feedback means giving feedback that is truthful and fact-based. Accurate feedback should be correct, balanced and appropriate; if not, team members may begin to lose respect for the team leader as every instance of feedback has an effect on the team members' trust.

**Specific.** Specific means clearly defined, definite or precise. Specific feedback means giving feedback that is detailed and clear-cut. Telling team members what they do right and wrong is not specific enough; the team leader must also tell team members exactly what steps are necessary to improve their performance. This is usually done by asking reflective questions to the team members so they generate suggestions for improvement. When giving specific feedback, team leaders should set concrete goals and deadlines for team members.

**Timely.** Timely means opportune, occurring, done or made at suitable or appropriate time. Timely feedback means giving feedback at the right time. The closer in time the feedback follows the performance, the more impact it will have on team members because the performance and the feedback are tied closely together.

## GROUND RULES FOR PROVIDING FEEDBACK

The following ground rules for providing feedback may enable the team leader to give helpful, constructive feedback, without creating conflict or confrontational behaviour with team members.

### Focusing on What is Observed

Team leaders should give feedback based on what they see because it is factual. What team leaders believe is based on supposition and inference; it is an interpretation of what they have seen. When team leaders give feedback based on interpretation rather than fact, the interpretation may be wrong.

### Focusing on Behaviour

Team leaders should give feedback based on the behaviour of team members, not on the person or personality of a team member.



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**Keeping it Neutral**

Team leaders should give feedback that is unbiased and does not make judgments. When a team leader is objective when giving feedback, the team members can determine for themselves the effect of their behaviour. This presents a more meaningful learning opportunity for team members.

**Using it to Inform**

Team leaders should give feedback that is enlightening and does not advise. When the team leader gives feedback, it leaves the team members free to draw their own conclusions. This freedom allows the team members to decide what actions are necessary to change their behaviour.

**Making it Supportive**

Team leaders should give feedback that is reassuring and not threatening. When the team leader gives feedback that is supportive, it does not sound like a put-down. The choice of language and tone must be carefully considered. Even the friendliest and best intentioned feedback can sound intimidating.

**Keeping it Simple**

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**STEPS FOR PROVIDING FEEDBACK**

The purpose for providing feedback is to let team members know how they are doing and when they are not meeting expectations. Team leaders should ensure that feedback is given when team members meet and / or exceed their commitments, as well as when team members do not meet their commitments. There are five steps for providing feedback.

**Planning What to Say.** Team leaders need to plan what they will say during feedback using the ground rules for providing feedback. Team leaders should think ahead of time about the team member's behaviour to be discussed. Team leaders should also have suggestions for improvement; however, these ideas should only be given if the team member cannot generate suggestions for improvement themselves.

**Providing Examples of Behaviours.** Team leaders need to give feedback that provides examples of the behaviour that needs to change. Giving unclear or vague examples may lead to anxiety in team members because they are not sure what behaviour needs to be modified.

**Allowing Time for Feedback.** Once team leaders have provided examples to the team members, they should allow time for discussion. The team members may agree, disagree or provide their perspective of the situation to the team leader. The team members may need to ask for clarification of the behaviours or they may ask for suggestions to assist them in changing their behaviour.

**Motivating.** Once team leaders have allowed time for discussion of the feedback, team leaders should motivate the team members. The team member may be disappointed by the feedback so the team leader should encourage and stimulate them to reach their goals.

**Setting a Timeline for Action and Follow-Up.** Team leaders need to set a timeframe for action by the team member to check for progress on the behaviour change. Team leaders need to follow up to ensure the team members are making the corrections required.



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**RECEIVING FEEDBACK**

In every feedback session, there must be a sender and a receiver. When receiving feedback, there are five considerations.

**Seeing Each Feedback Session as a Learning Opportunity.** Each time feedback is received, the feedback session should be seen as a learning opportunity because ideas are generated on how to improve performance. Whether the idea comes from the receiver or the sender, acting on suggestions usually leads to developing skills and knowledge.

**Actively Listening to the Sender's Ideas.** Active listening encourages the sender to present their feedback in a non-threatening environment. Active listening on the part of the receiver shows the sender that their feedback is important.

**Asking for More Information if the Ideas are Not Understood.** When the sender gives feedback and the ideas are not understood, the receiver should ask for more information. By asking questions for clarification, the receiver should be able to understand the sender's intent.

**Being Honest About How the Feedback is Affecting One's Emotions.** Receiving feedback can make the receiver feel uncomfortable. The receiver should be honest with the sender about how the feedback is affecting them. As the receiver, try not to get emotional or take the feedback personally.

**Remaining Open-Minded About Future Learning Opportunities.** It is important to be open-mined about future feedback. Senders may follow up on their feedback and may even provide even more feedback. The receiver should be aware of these future learning opportunities.



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