Guidelines for

“More of/Same as/Less of”

Feedback Exercise
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PREPERATION
1. Agree on date/time/location - try for intimate setting (vs. large conference room) unless size of group dictates a large space.
2. Make sure flipcharts (or 5 large pieces of paper)/markers/tape are available.
3. Be aware of context of exercise - middle of staff meeting, etc. You also may have several people connected by phone...so you'll have to keep remembering they are there and stay conscientious of their ability to participate.

AT MEETING
1. Have manager set stage - explain purpose in his/her words.
2. Agree on method of contacting manager at conclusion of exercise
3. After manager leaves, elaborate on purpose if necessary, and explain your role simply as "neutral facilitator". You will neither contribute nor comment on the content of their product. You are there to guide the process.
4. Set tone - this is a supportive session. It’s a great learning opportunity for participants as well (learning to give constructive feedback, learning how to reach consensus, understanding others' perspectives, etc.)
5. Ask about individual time constraints that may need to be considered or accommodated. (Typically I've found that even if people say they can only stay an hour, if the discussion is fruitful, they will stay for the length of the exercise - so don't worry about individual schedules setting the pace)
6. Start with "warm up exercise" by splitting group in half (or in quarters if it's a particularly large group - as Don's group may be). One group creates list of "positive leadership traits", the other "negative leadership traits". Give 5 minutes for them to create lists - even if they're not finished after 5 - cut it off so you can focus main energy on main exercise. Bounce back and forth between groups to stimulate free flow of ideas, encourage the scribe to record everything - even if it seems to be redundant. Don't let them get hung up on word use or spelling - neither counts - just quantity and "free flow".
7. At conclusion of 5 minutes, have scribe hand marker to a person they select to be presenter. Have each presenter "flesh out bullets" on flipchart.
8. Explain how this is a generic exercise to prime the pump for the real exercise - encourage same level of free thinking and discussion.

MORE OF/SAME AS/LESS OF EXERCISE
1. Refocus group with explanation of 3 lists and how traits can often appear on 2 or 3 lists simultaneously (because of different circumstances).
2. There are two basic rules during the process: 1) all topics are valid (for now) – there should be no judging of ideas (list will be evaluated and scrubbed at the end of the exercise) and 2) what gets discussed in the room stays in the room.
3. Assign scribes for each of the 3 lists (or one person can do all 3). Mention to the group that 3 other people will be coaches that deliver the feedback.
4. Start with "same as" traits to get discussion flowing...then let ideas spill into other flipcharts as they occur. You may need to facilitate this process at first - helping them recognize which chart their idea should be recorded on.
5. As the facilitator, try to take a back seat to discussion. Intervene when group gets hung up on semantics, can't reach consensus, or is in need of ideas for words to express thoughts. Throw out some paraphrases or suggestions that they can consider/select.
6. Make sure lists represent some balance and that double-edged comments show up on both "more of" and "less of" lists.
7. Encourage group to find ways to express ideas with humor or metaphors, especially on the "less of" list (e.g. "coffee" - to convey hyperactivity or irritability, etc.)
8. As ideas wind down, refer back to "positive" and "negative" traits lists to make sure all areas are covered. Check to make sure everyone has purged themselves completely and aren't withholding comments (typically visible in body language).
9. Go over each list ensuring that there is agreement on each entry (there should be 90 – 100% agreement – if 2 of 10 people don’t agree that the entry is an issue, it should be removed. During this process, scribes should be writing the 3 final lists on clean flip chart paper.
10. As the facilitator, record the final lists on a separate piece of paper as they are created on the flip chart paper. Your copy of the lists will be given to the manager after the session.

Potential scribe to set up exercise:
Today we will be providing feedback for [manager] – we will be telling him what he can do more of, less of, and the same as in order to be the best leader possible. While we’re doing this, [manager] will be out of the room working on his own list of what the team as a whole can do more of, less of, and same as. Before we get started, here’s how the process works:

We will start with the ‘same as’ list – we will write down everything we think [manager] does that you don’t think he should change – he does this very well or just the right amount. Next we will do the ‘more of’ list – this is what you think [manager] should do more in order to meet your needs as a team. Lastly, we will do our ‘less of’ list – these are things you would like to see [manager] not do as much. Obviously, there will be some crossover on the lists – don’t let that restrict you – if you think something goes on more than one list, we’ll put it on more than one list.

Before we start, let’s cover some of the basic rules we will follow during all 3 lists:
  1) All statements are valid and will go on the list (for now)
  2) No judging others – if you don’t agree with someone, you will have a chance to discuss later.
  3) What happens in the room, stays in the room – as a group, you need to maintain confidentiality of who said what.

Once we finish the lists, we will go back through to clarify and make sure we all agree with what is on each list. If we don’t have [90 – 100%] agreement, the feedback will be taken off the list or lists.
11. Ask for volunteers to be "coaches" for each list...remind them you will be there to help...and that it's a great learning experience.

12. After selection of coaches - give guidance to coaches:
   a. They are speaking for the group - so use phrases like "we felt.. we thought...the group agreed..."
   b. solicit help from group for specific examples to clarify points
   c. provide as much detail as possible so manager can fully grasp meaning

13. Remind "non-coaches" they are to pipe in often and lend support

14. Check anxiety level - reassure if necessary.

15. Contact manager

16. While manager is in transit - take down all lists except "same as" list

17. When manager arrives - restate ground rules:
   a. Consensus opinions only
   b. The manager will be listening to accept, even though s/he may not necessarily agree
   c. The manager will not be defending, but certainly will want complete understanding, so s/he is encouraged to stop and ask questions to make sure s/he understands.

18. Tell manager you have already recorded the 3 lists on a separate piece of paper that you will provide to them at the end so they don't need to take notes.

19. Have coaches present all 3 lists. Try to keep silent and let group do the work - as it is their process.

20. At conclusion, thank participants for their candor, and remind them that it is their job going forward to support the manager in his/her pursuit of enhanced leadership style. They should be the constant reminders and cheerleaders as time goes on - they are all now in this together.

21. Remember to give manager your handwritten copy of the lists.