7 Stages of Feedback
Adapted from Brown, Hodges & Wakefield (1995)

1. **Facilitator observation** of team behaviour
   * **What to observe?**
   - Team members eg who is talking, who isn’t? nonverbal communication?
   - Team as a whole eg how is respect demonstrated/not, what is the “feel” of the group, how are team processes addressed, how are members supported?

2. **Ask for team self-assessment**
   * **Examples of questions**
     - How did we do today as a team?
     - What enabled/supported our collaboration?
     - Were team members heard & respected?
     - Was there anything that happened today that interfered with our ability to contribute?
     - Is there anything that could improve our team’s collaboration?

   Consider providing your feedback to the team - CORBS
   - Clear
   - Observed
   - Regular
   - Balanced
   - Specific

3. **Desired** team behaviour is described

4. **Ascertain that the team understands the difference** between current and desired behaviours
   - Support team to envisage what desired behaviour might look like
   - Consider breaking down to a small number of key behaviours eg respect, trust, communication
   - Detail consequences of non-compliance
   - “What would that look like for you?” - Reach a group consensus

5. **Develop a plan** to close the gap
   Facilitate the development of the team’s plan for action. Consider resources including: stages of group development, task V process, characteristics of effective teams.

6. **Debrief** the team
   Determine the impact of feedback on the team – What are their impressions of how it was delivered?
   - What is the emotional tone of the group in hearing the feedback?

7. **Follow up on improvement**
   - Check in, check up, check out
   - Ensure that a plan is in place to enable time for follow up

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