

## TOOL DESCRIPTION

# Feed Forward



**The Feed Forward method is used to encourage team members to discuss their expectations and to support individual behavioral developments.**

Instead of giving feedback on past behavior or past performance, as commonly done in normal feedback sessions, the focus of Feed Forward is explicitly directed towards the future. Thus, it is oriented toward potentials: In structured discussion sequences, the participants receive many suggestions over a short period of time that can help them to increase their personal effectiveness.

The method can be used in groups with members who have worked together at least several times (e.g., in the organization, in workshops). Group members do not need to know each other extremely well or have worked together a great deal, but the members need to have had some interactions before to perform the exercise. Naturally, the method lends itself to use in team workshops.





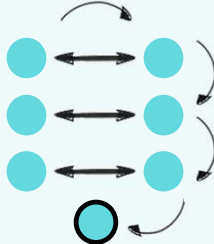
Despite the focus on the future, the assessment of past behavior forms the basis for creating high-quality suggestions for personal development.

There are two steps in the feed forward process: individual preparation and exchange in pairs.

<b>Duration</b> 60–90 min	<b>Participants</b> up to 11 people, larger groups possible if divided into subgroups	<b>Facilitation</b> template/paper to prepare input for others
------------------------------	--	--

*SOURCE: Several*

# Feed Forward | Process

<b>Introduction</b> 10 min 	<b>Individual preparation</b> 15–30 min 	<b>Feed forward rounds in pairs</b> 4 min per pair 	<b>Individual evaluation</b> 10 min 
<p>Explain the difference between feedback and feedforward. Explain the feedforward rules and process.</p> <p>Important rules include:</p> <ul style="list-style-type: none"><li>• Describe perceptions, no interpretations or hypotheses.</li><li>• Label your own feelings as such – ME messages.</li><li>• Both positive and constructive/critical feedforward is possible.</li><li>• Listen: Do not explain, argue or defend. Do not initiate discussions; just take notes.</li></ul>	<p>Each participant prepares suggestions for their partners. There are 3 dimensions of giving feedforward to each partner:</p> <ul style="list-style-type: none"><li>• more of (Potentials).</li><li>• just like before (Strengths).</li><li>• less (Barriers).</li></ul> <p>Example: Person A considers for themselves- what suggestions do I want to give B, C and D so that they can be more effective in their roles in the future? Which behavior should they display more in the future? Which behavior should remain the same? Which behavior should they display less in the future?</p>	<p>Feedforward in pairs for 4 min (2 min each) then switch to the next partner (again 4 min) until you have talked to everyone in your assigned group. One (in odd-numbered groups) or two (in even-numbered groups) people have a break each round.</p> <ul style="list-style-type: none"><li>• Receiver make their own notes.</li><li>• Just telling and listening – no discussion.</li></ul> 	<p>Short individual reflection: What did I learn about myself?</p> <p>Optional: Short comment in the plenary to finish this exercise.</p>