

JDR's Start, Stop, and Continue Feedback Process

START

Please list 3-5 things that you would like to see me START DOING to improve my performance and results.

- 1.
- 2.
- 3.

STOP

Please list 3-5 things that you would like to see me STOP DOING to improve my performance and results.

- 1.
- 2.
- 3.

CONTINUE

Please list 3-5 things that you would like to see me CONTINUE DOING to improve my performance and results.

- 1.
- 2.
- 3.

Guidance

1. For each item above, try to provide at least one specific example to help the recipient of your feedback fully understand the behavior you are recommending.
2. Most feedback is very dynamic and should not be considered in isolation. Thus the beauty of this simple feedback process that focuses on behaviors. It will help the receiver of the feedback if the giver can be mindful of the interplay between the receiver's strengths and weaknesses, and how they might be connected across the three categories above. For example, asking someone to stop doing something might actually impact a behavior they are being asked to continue doing. Recognizing these interactions will provide for richer and more robust discussion when the feedback is delivered.
3. Feedback should always be delivered face-to-face with adequate time for discussion. At least one follow-up discussion is also recommended because questions usually arise once the feedback is digested. This document should also live on and serve as a good platform for future 1:1 discussions to ensure progress. I recommend dovetailing this form into your organization's performance management process and career development plans to facilitate continuous improvement.

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Example

START

1. Coaching leaders more before they speak at town hall meetings so it is concise yet informative. For example, the recent presentation by the Eclipse team was so boring and long.
2. Building more flextime in your schedule to allow for quick “huddles” when the need arises. Many of your messages end with, let me know how I can help; however, your calendar is typically double and triple-booked. Relates to STOP below.
3. Sharing even more of your marketing know-how and background experiences. You have so much to offer on marketing strategy and execution. I think many people would appreciate the opportunity to benefit from the wide range of your management and marketing assignments over the years. Perhaps a brown bag lunch session like you did on high-performance teaming.

STOP

1. Don't think that the fixes that worked in prior industries will happen as fast in the our industry. Our market and people are slower and less driven.
2. Using language that is inappropriate for the workplace. Know your audience. I'm fine with your occasional curse word when you want to emphasize a point, but some people are less tolerant.
3. Attending so many meetings so there is more time to “start” as mentioned above. Be more discriminant on the meetings attended.
4. Assuming people understand some of the terms you use. For example, “matrix management” has different meanings to different people and everyone may not be entirely clear on your expectations. Your business knowledge is well beyond most in our company.

CONTINUE

1. Being such a great leader/communicator/visionary. For example, your town hall meetings really energize our people.
2. Raising the integrity bar at our company. It was sorely needed.
3. Delivering real-time feedback, encouraging debate, learning, and transparency.
4. Championing talent development and raising the bar for our team on overall expectations.
5. Driving cross-functional teams and behavior. Breaking-down communication silos both within our leadership team and throughout the company.
6. Catching people doing good things well. You do a phenomenal job at this company-wide.
7. Pushing people to raise the bar, driving more focus on performance and results, and engaging everyone in the process of cultural transformation.
8. Uncovering operational and process inefficiencies that damage customer satisfaction. For example, the discovery of our flawed measurement of customer satisfaction, which led to huge improvements to our fulfillment process.