

Your Expectations Exchange

The Expectations Exchange is another type of feedback process, but designed to give members of intact management team insights on how the other group members experience them in their role. This works best, from our point of view, when the feedback is visualized. Ideally, use a pin board for each group member, or a flip chart could work as well. If you don't have pin boards (Germans, Austrians, The Swiss and Neuland devotees will know what we are talking about here!) you could also use a clip board for each member.

Everyone is asked to draw a matrix which has each team member running down the vertical side, (always start with yourself first!) and across the top, start, stop and continue. Each person should have a matrix that looks like this:

My Leadership Expectations Exchange

Action Leader Member <small>↙ ↘</small>	Start	Stop	Continue
Your name first			
Team member 1 Name goes here			
Team member 2			
Team member 3			
Team member 4			
Team member 5			

Each leader member has a matrix drawn like the one above, and then takes about 30 minutes to write in a few key comments regarding this person's role in the team. To draw distinction to the different actions, we've used green for start, red for stop and black for continue doing.

After the boards are completed, a member of the group finds a partner, and they have 5-10 minutes to give each other feedback about how they see this person in their team-leader role. After 10 minutes, the partners find a new partner and the process repeats itself until everyone has met with everyone. Remember, you are only giving feedback to the partner you are with, not the entire board.

You need an even number of people to run this exchange, or have one person sit out each round.

This exchange works best when you start with yourself, seeing and sharing what you could start, stop and continue doing, then ask your partner what they think and then turn it over to the other partner.