Healthcare Leadership Model 360 degree feedback tool

Holding effective virtual feedback sessions – tips for feedback facilitators

- Aim for a meeting using video conferencing software such as Skype, Microsoft Teams, Zoom or other online tools, rather than over the telephone.

- Where possible, use a webcam. As well as helping to build the relationship with the participant, it is important the facilitator can observe the participant and monitor reactions/ body language during the session.

- Either set up a test call prior to the session or agree to dial in 10-15 minutes before the appointed time for video calls, to ensure that the equipment is set up properly on both sides while avoiding cutting into the session time. We recommend wearing a headset covering both ears if possible and ensuring you are in a private location with minimal distractions.

- Ensure the participant is in a place that they can have an open conversation where they will be able to talk freely. The participant must be able to talk about themselves, their performance and their relationships. This is not about the facilitator simply presenting the data and the participant just listening to them.

- Hold off sending the report to the participant until just before the session, or at the very beginning of the session itself. This ensures the participant understands the content with the facilitator, and helps ensure the participant is not overly worrying/ fixating on any elements without a facilitator's support (especially the 'written comments' sections!)

- Send the report via email, double checking which email address is best to use, and do not 'close' the session within the Appraisal Hub until <u>after</u> you have held your virtual session.

- Encourage the participant to have paper and pen available to take notes during the session as they likely won't have a printed copy of the report to write on.

- If the participant requests time to read the report, remain online and present; be on hand should there be reactions or questions. If participants receive their reports unsupervised there is the risk that they may simply try to justify the data rather than explore their development, or in the worst case not engage with the exploration conversation at all (e.g. "I understand it all, we don't need to discuss further...")

- Even when sending the report to the participant, the facilitator must manage the content effectively. Participants may dash straight to the written comments... and stay there. The facilitator needs to work hard to ensure the participant is at the

same point throughout the conversation. You may find it useful to share your screen (with the report showing) to help facilitate understanding of which page to focus on, but ensure that you are still able to see/pay attention to their reactions via webcam if doing so.

-   Check understanding as you go through the conversation – our experience is this needs to be done more regularly than with a face to face sessions.

-   Ensure the participant fully engages with the conversation and continues to speak/ explore for the majority of the time (remember the rule of 80:20).