Feedback Circles
Time: 1hr 45 mins to 3 hrs

Goals:
- Invest in one another’s leadership
- Practice a method for giving and receiving direct, honest feedback
- Support each other’s growth horizontally, outside of usual ‘management’ lines
- Surface growth barriers folks might be unaware of
- Offer affirmation and admiration
- Strengthen the group

Materials:
- Something to write on and something to write with

Preparation
- Small Groups - We recommend arranging the small groups (of 3 people per group) thoughtfully beforehand. Ideal groups are made up of people who work together directly and/or have enough experience together to give grounded feedback.
- Time - This activity can go anywhere from 1 hour and 45 minutes to 3 hours. Based on the amount of time you have in that window, time out each section of the activity to make sure it fits. Having to end before feedback is complete is never fun.

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Process:

1. Break into Small Groups (5 minutes)
   - 3 people per group

2. On their own, each person journals (20-30 minutes)
   - About self
     - Ways my leadership style is powerful
     - Ways my leadership style holds me back or gets in the way
   - About each of the other two people
     - Ways your leadership style is powerful
     - Ways your leadership style gets in the way

3. In small groups (60-90 minutes)
   - Decide how you’ll keep time, making sure each person gets the same amount (20-30 minutes recommended per person). And decide who’s going first.
   - Person 1 shares their self-assessment first, then the other two people share their feedback for person 1.
   - Folks can take notes for themselves, ask questions, get clarity, etc. Push yourselves and each other to be clear and direct. Try not to guess people’s motivations. Focus on the things you know--behaviors and impacts.
   - Repeat until all three people have had a turn (self-assessment, followed by peer feedback).

4. Journal on your own (5 minutes)
   - What do you want to remember from these feedback circles?
   - What are your top-line thoughts about how to integrate/act on the feedback you received?
   - Anything else you want to capture.

5. Optional: Full group closing (15-20 minutes)
   - How was that?
   - What stood out to you?
   - Are there any lessons for our group in this activity?

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