Time: 30 minutes for each team

This protocol is a formalized way to get feedback on a work in progress.

Specifics:
Introduction (2 minutes)
Facilitator briefly introduces the presenter(s) and reminds the listening team to give only the kind of feedback the presenter(s) requests.

Proposal Presentation (5 minutes)
The listening team reads or hears about the presenter’s proposal. No interruptions or questions are allowed, just listening and note taking by the listening team. The presenter(s) may ask for specific feedback (framed feedback) or may leave it open (unframed feedback).

Clarifying Questions (3 minutes)
The listening team may ask clarifying questions, but no discussion is allowed.

Feedback (10-15 minutes)
The listening team discusses the proposal together and with the presenter(s). Feedback is directly related to the kinds of feedback the presenter(s) wanted. There are positive ways to frame feedback.

- Warm Feedback – Positive points associated with the work
- Cool Feedback – Questions that arise, doubts, gaps in the work
- Hard Feedback – Challenges related to the work

Hard feedback is not used often and only when it is absolutely necessary for the success of the proposal.

Reflection (2 minutes)
The presenter(s) responds to the feedback given by the listening team. Responses should be about changes that might be made, new insights, and clarifications. This response is not an opportunity to defend the work.