

Facilitative reflective feedback: General strategies

(J Sargeant and the SACME and Stemmler Feedback Research Teams, Dec 2014.

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Principles of facilitated reflective feedback:

1. CREATE A SAFE, RESPECTFUL, TRUSTING ENVIRONMENT
2. BE CURIOUS
3. Ask open questions
4. Seek the learner's perspective
5. Encourage reflection on their performance and feedback
6. Support informed/ guided self-assessment
7. Promote self-direction (but guide as needed)
8. Differences of opinion are an opportunity for further exploration (not conflict)

General facilitation strategies with sample phrases:

1. Build relationships and rapport

- I'm curious about how the rotation has been for you. What did you enjoy? What challenges you?
- How have your assessments and feedback been to date? What's been especially helpful for you? Where are the gaps?
- How do you think you've done on this rotation? What are the areas you feel comfortable in and what would you like to work on?
- The purpose of this feedback session is to see where you're doing well and where we see opportunities for improvement to help you with your learning.
- What is your goal for the session?
- *If they've filled out a self-assessment using the formal format, use that as a point of beginning the discussion about assessment data e.g., Thanks for completing your self-assessment, shall we begin by going through both versions together and see where we agree and where we differ?*

In addition, for difficult conversations:

- Some of what I have to say may disappoint you, it may not be what you wish to hear; however, I'm here to help you address it
- My role as your supervisor is to support you and help you to be the best you can be
- We are going to work together on this
- This may be a difficult conversation. My job is to support you in addressing concerns and planning for improvement.



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2. Validate and normalize

- You're not the first resident to say that, many report feeling anxious about ...X...
- You're not the first one to identify that as a stumbling block...
- Yes, I can remember that feeling well from my residency days (e.g., overwork, too many demands, etc.)
- Sometime even now as an attending I feel that way
- It's difficult to hear feedback that doesn't confirm how we see ourselves
- We all tend to feel disappointed (surprised, upset, disbelieving) when we hear feedback that is different from how we think we're doing
- We're all trying to do our best and it's tough to hear when we're not hitting the mark

3. Encourage reflection

- Can you say more about that?
- I'm curious about that, can you tell me more?
- That sounds like it was ... difficult, rewarding, etc., can you tell me more?
- You said you were surprised by that?
- Tell me more
- Minimal facilitators like "Uh huh, yes"

4.. Confirm what is being said

- So I'm hearing you say...
- I heard you say a couple of things, one is...
- So it sounds like ...
 - You're doing well on this
 - This was a surprise for you
 - This was disappointing for you
 - This is pretty important to you
 - The feedback confirms your thinking about how you're doing
 - We agree on what your goals are for the next rotation
 - We agree that this is a difficult topic/ area/ conversation
 - Etc...

5. Navigate the discussion

- Let's hold on to that and come back to it
- Let's finish this topic before we move on

6. Summarize

- If I can summarize what I heard you say...
- If I can just summarize what we've discussed so far
- Let's summarize this piece before moving on...



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- Could I ask you to summarize what we've discussed? Where we are now?

Non-verbal facilitative strategies:

- open body posture, eye contact, relaxed
- supportive tone of voice
- showing interest and respect
- allowing time to respond and for reflection
- reviewing the assessment report together

Notes:

- Provide the learner with the written assessment report before the feedback interview, with enough time to allow them to review it before the interview
- Ask them to reflect on their assessment report and their strengths and goals for improvement, before the interview. This sets them up for the discussion.
- Ideally, ask them to complete a written self-assessment using the report format, before they receive yours



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