Feed Forward
by Marshall Goldsmith

This is an exercise designed to envision the future people want to create together as a team, designed to build a culture that helps teams grow together.

Ask all team members to answer these 2 questions (rate them from 1 to 10):
1. How well are we doing in terms of working together as a team?
2. How well do we need to be doing?

With the results you get, you ask them:

How do we close the gap from where we are to where we want to be?
Write down 2 behaviors that if everyone in this team applied, they would help close the gap (communication, recognition, goal-setting, etc)

Once you have the desired behaviors you ask your team to prioritize the behaviors they want to change to improve as a whole.

Then it comes practice! You ask each other team member about the 2 behaviors they want to change (besides the top priorities from the team)
They can ask: What can I do to improve the quality of teamwork?

RULES

Ideas for the future only! No feedback about the past.
When you get the idea, stay silent, take notes and thank the person giving you the ideas

Positive - Simple - Focused - Fast

Every team member will have a list of behaviors to change or improve. They have to pick one for themselves and start taking action.
Every month, each team member asks the others for suggestions on how to continue improving in these 3 areas:
1. The prioritized behavior to change that affects the whole team
2. Their own area of behavior that they decided to improve
3. How to be a great team player

The process ends with a mini-survey that measures the results after 6 months of doing this process.

The process works because it has follow-up, measure and discipline.