Examining best practices for implementing 'Feedback for Success': The Start, Stop, Continue Model

The idea of providing feedback at work to improve performance and development as something to be done regularly as opposed to only at times of performance management discussions is gaining credibility as a game-changing behavior. This article looks at one popular model: the 'Start, Stop, Continue, Feedback' approach to examine what is involved, and adds some practical insights to the notion of 'feedback' as we adapt to using this with our teams.

The Start, Stop, Continue, Feedback model as defined by psychology professor Dr. Phil Daniels offers a structured approach to help leaders identify what actions should begin (start), cease (stop), and persist (continue).

The following key components of Start, Stop, Continue Model are as follows:

Start - This is about focusing on immediate improvements by identifying behaviors that can positively impact performance and task completion.

Example questions: "How can I meet deadlines more effectively?" "What can I contribute in team meetings that can better help the team?"

Stop – Goal is eliminating actions that are not helping.

What actions or behaviors are hindering performance or adding no value?

Example questions: "Which behavior affects team harmony negatively?" "What behaviors am I exhibiting that are not aligned with company values, or expectations?"

Continue: Maintain effective practices

Highlight actions that contribute positively to work performance and should be sustained.

Example questions: "Where do I excel in the team?" "What behaviors does the team want to see me continue?"

When to Use Start, Stop, Continue, Feedback Model

This versatile model can be applied in various scenarios, including performance reviews, intact team development, identifying areas for improvement, personal development plans, and new manager assessments. Providing feedback helps to develop trust and can be a powerful action of change and motivation when it is done equally up and down an organization. However, if implemented in a way where feedback is seen as another way to reinforce hierarchies, the result will be predictable.

Where trust within existing teams is high, one powerful application is to use a 360-degree feedback approach, which can be done over lunch at a team-building event, for example. In this situation, one person starts the process by receiving feedback from everyone in a group, with each person then taking a turn in the 'hot seat'. Given that feedback in such a public way comes with some risk, the role of the leader to ensure that open 360-degree feedback sessions are conducted in an atmosphere of respect and thoughtfulness is imperative. The goal of any constructive feedback is for the recipient to appreciate what is being said, and to use it to learn and grow.

In organizations where feedback is less familiar, and or trust issues may be in the foreground, begin with small steps. For example, seek a coach or HR expert to help think through the goals and obstacles involved in implementing new feedback behaviors, and as a leader be the first to start the ball rolling by asking a trusted colleague for feedback.

Implementing the Start, Stop, Continue, Feedback Model as a Manager or individual can be an inspiring and practical approach to fostering open communication, trust, and continual improvement within teams and organizations and builds on our values of adaption and belonging.

Source: [Start, Stop, Continue Feedback: Examples and Usage - Highrise (tryhighrise.com)](tryhighrise.com)

For additional information about important do's and don'ts and the benefits of this model, [visit the HUB in March 2024 for a longer version of this article](#).