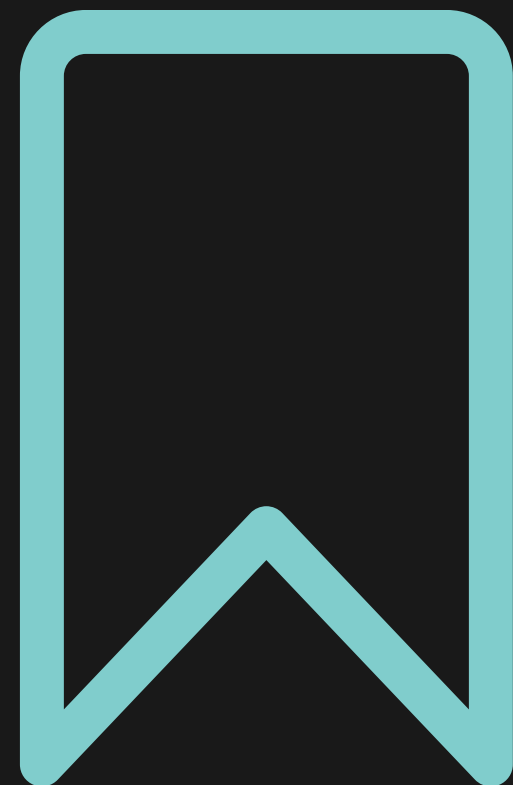




# ***STOP, START, CONTINUE***

TEAM FEEDBACK EXERCISE.  
INCLUDES FACILITATOR INSTRUCTIONS.

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**HUMBLE INQUIRY**, A CONCEPT BY  
EDGAR SCHEIN, IS THE PRACTICE OF  
ASKING QUESTIONS TO WHICH YOU  
GENUINELY DON'T KNOW THE ANSWER  
  
– *WITH CURIOSITY, OPENNESS, AND  
RESPECT FOR OTHERS' EXPERIENCES.*

### **Opens Dialogue**

Encourages team  
members to share  
what we should start,  
stop, or continue –  
without assumptions.

### **Reduces Hierarchy**

Everyone's voice  
matters. The format  
fosters a safe space  
for honest input and  
shared ownership.

### **Creates Space for Reflection**

Helps us pause and  
consider what's  
working and what's  
not – together.

### **Builds Mutual Understanding**

Invites insight, not just  
feedback – deepening  
trust and learning  
within the team.

1

Introduce the objective and review the ground rules. Emphasize respectful, honest, and supportive communication.

2

Each person passes their sheet to the left. Teammates fill in behavior(s) to stop, start, and continue. After 3 minutes, rotate sheets again continuing clockwise until it reaches the original owner.

3

Give the owner 1-2 minutes to review their completed sheet silently.

4

Explain the SARA model to guide emotional processing. Each team member may read their feedback aloud and ask for clarification. Supervisor ensures conversations remain respectful and constructive.

5

Team members jot down immediate next steps. The supervisor supports further planning in 1:1s. End with a group discussion to co-create a Team Action Plan that aligns on shared commitments and progress.

## FACILITATOR INSTRUCTIONS

This activity promotes constructive, growth-focused feedback using the “Stop, Start, Continue” framework. It helps team members better understand their impact, build trust, and create a culture of open communication and mutual support.

# FACILITATOR TIPS

Tips 1-4

1

Create a safe and open environment: Set the tone by emphasizing that the discussion is a safe space where everyone's input is valued and respected. Reassure the team that feedback is aimed at growth, not criticism, and should be seen as an opportunity to improve together.

2

Encourage reflection: •Start by asking each team member how they feel about the feedback they received. Questions like: "What stood out to you the most in the feedback?" "Were there any surprises, or did you feel like you already knew some of this?" This helps them process the feedback and sets the stage for further conversation.

3

Keep the focus on growth: Encourage participants to focus on learning and growth, not on defending themselves or criticizing others. Remind the team that the goal is to create action plans for improvement. Ask open-ended questions like: "What actions can you take to address the feedback shared?" "How can the team support you in implementing these changes?"

4

Promote constructive dialogue: If someone seems defensive or upset by the feedback, gently steer the conversation back to constructive points. Help the group remain solution-oriented. Encourage team members to ask clarifying questions to ensure they fully understand each other's feedback. For example: "Can you elaborate on that point about...?" "What would that look like in practice?"

# FACILITATOR TIPS

Tips 5-8

5

Foster a culture of support: Acknowledge and praise positive feedback shared during the exercise. Make sure the team members are recognized for behaviors they should continue. Encourage peer support by asking questions like: “How can we help each other with the action plans?” “Does anyone have suggestions on how we can collaborate better moving forward?”

6

Summarize key takeaways as part of the team action plan: As the discussion progresses, summarize key points and the main actions that have been identified. This reinforces clarity and ensures everyone is on the same page. Example summary: “It seems like a common theme here is improving communication during team meetings. Several people suggested being more proactive in sharing updates, which is something we can work on together.”

7

Keep the conversation focused: Keep the discussion on track and ensure it doesn’t drift into unrelated topics. If a discussion becomes too focused on one person’s feedback, gently bring it back to the group and ask for everyone’s perspective. For example, “Let’s make sure we hear from everyone about their feedback, too. What do others think about this?”

8

End on a positive note: Conclude the discussion with positive reinforcement. Thank everyone for their participation and commitment to growth. Remind the team that feedback is a continuous process and that everyone’s contributions help make the team stronger.



# GROUND RULES FOR PARTICIPANTS

1

Please be respectful and constructive with a positive tone.

2

Focus on specific actions/ behaviors (not personality).

3

Avoid interrupting while feedback is being given.

4

Give feedback with a solution-oriented and actionable approach.

5

Limit feedback to what's observable, relevant to the individual's role.

# SARA

The **SARA** Model is a simple and practical framework that explains the emotional stages people may go through when receiving feedback—especially constructive or challenging feedback. It helps both the giver and receiver of feedback understand that it's normal to have a range of reactions, and it provides a way to process feedback more effectively.





# ADDITIONAL TIPS FOR THE FACILITATOR

## **Maintain Neutrality**

Stay neutral and avoid taking sides if any conflicts or disagreements arise during the discussion. Your role is to guide the conversation, not to intervene unless necessary.

## **Respect Individual Privacy**

If anyone feels uncomfortable discussing specific feedback publicly, offer a private conversation afterward to ensure everyone feels heard.

## **6-month Follow Up Session**

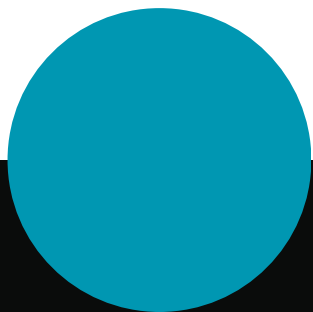
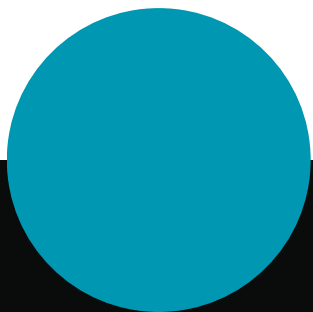
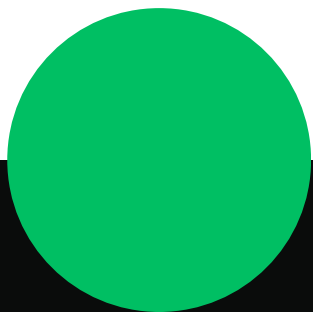
Consider setting a date 6 months to this day to meet again to review all action plans, and provide constructive feedback again. This follow-up session can be shorter and does not need to be as structured.

## **Celebrate Progress**

Consider acknowledging improvements or successful changes in future meetings to reinforce the value of feedback.

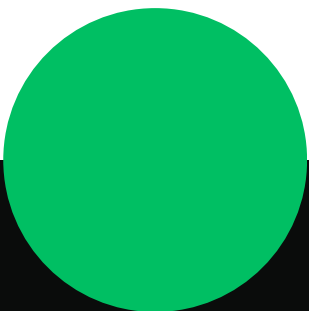

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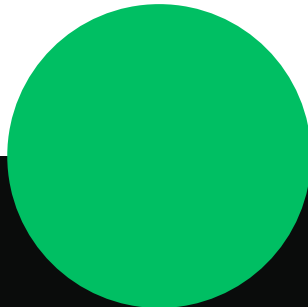
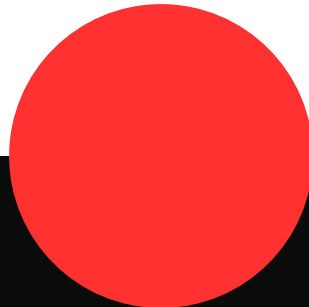


Can START doing	Can STOP doing	Can CONTINUE/ DO MORE OF	Can CONTINUE, BUT DO LESS OF

INDIVIDUAL ACTION PLAN: RECORD KEY TAKEAWAYS/BEHAVIORS, TIMELINE, AND SUCCESS INDICATOR(S).

			
STRENGTHS	Areas for IMPROVEMENT + Support Person	TIMELINE	SUCCESS INDICATOR(S)

TEAM ACTION PLAN: RECORD TRENDS. INCLUDE DESCRIPTION, TIMELINE, AND SUCCESS INDICATOR(S).

			
Common STRENGTHS	Shared Areas for IMPROVEMENT	TIMELINE	SUCCESS INDICATOR(S)

# RECOMMENDED TIMELINE

Bi-annual Plan: Start, Stop, Continue Exercise to be repeated in June

**January** Full SSC

Exercise: run activity, create action plans



**February** 1-on-1  
Check-ins between mgr. and empl: review progress, adjust plans



**March** Team Pulse  
Check. Quick update + open sharing



**April** Team Plan Review: evaluate, celebrate, refine



**May** Peer Reflections: shout-outs + self check

# POST-EXERCISE: MORE OPTIONS

Monthly Check-ins and Praise

## PEER CHECK-INS

Encourage peer-to-peer nudges or praise around actions started/stopped/continued.

## SUPERVISOR SPOT COACHING

Brief coaching moments help keep individuals on track and supported.

## TEAM HUDDLE HIGHLIGHTS

Include a 5-min positive feedback moment in monthly team meetings.

## MICRO-COMMITMENT CHECK

Reinforce 1 small behavior shift per person and ask for feedback from peers.