Peer reviews and feedback

A formula for being constructive

situation + behavior + impact + next
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situation

be specific

give a reference point including a specific example of when Ned may have demonstrated the behavior

“this feedback refers to what happened during the team meeting yesterday afternoon”
describe Ned’s behavior
make sure that you're being clear and objective
focus on the actions that Ned took, not their personality
“you were so excited about the topic we discussed that you cut off Ted a few times.”
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**impact**

describe the impact of the behavior

the behavior may impact one person, a few people or the whole group

it is most credible to convey the impact upon yourself

“after you interrupted Ted, I found it hard to follow the discussion because I was trying to guess what Ted would have said. Ted stopped after being interrupted”
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next

offer some suggestions to Ned for a do over

“maybe next time you could give Ted more time to explain and elaborate on what he means exactly”
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statement styles

strong:
I think the way you implemented it was flawed

question:
do you think your implementation was flawed?

suggestion:
I would suggest a few changes to the implementation next time
2.009
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unconscious bias

gender bias, race bias, institutional bias, age bias, culture bias and language bias
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Peer reviews are susceptible

reviews of women's success based more on effort and men's success based more on ability

try to use the set of adjectives for all. Watch for systematic use of different adjectives to describe women, men, or groups.

organized vs dependable
enthusiastic vs articulate
compassionate vs analytical