



STOP START KEEP TWEAK

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STOP/START/KEEP/TWEAK

How to Gather Critical Feedback Without Interrupting Your Workflow

Stop/Start/Keep/Tweak (SSKT) is a technique used to gather feedback and quickly determine what is and isn't working well, and/or can be improved upon, inside of a team, a project, or an organization. By consistently incorporating a lessons-learned technique into your team's workflow, you will create an environment amenable to employee feedback and ripe for innovative ideas. Intrigued? Here is how to facilitate this rapid retrospective with your team.

1. SCHEDULE THE MEETING

For most teams, a Stop/Start/Keep/Tweak session should last one hour. You will need four flip charts (one for each category) or a whiteboard, along with sticky notes for the participants. Here is a sample agenda:

- 00:00 - 00:10 Explain the instructions and pass out the sticky notes.
- 00:10 - 00:20 Capture "Stops"
- 00:20 - 00:30 Capture "Starts"
- 00:30 - 00:40 Capture "Keeps"
- 00:40 - 00:50 Capture "Tweaks"
- 00:50 - 01:00 Voting

2. SET THE GROUND RULES

Before the session, it is important to communicate Ground Rules to the team:

- Be honest and open.
- Make sure your ideas are clearly communicated, so that the facilitator understands the intent.
- Allow time for discussion during the session.
- Participants do not have to identify themselves as the person that wrote down the idea.
- The session will not include solutioning. Solutioning will be done at a separate time.

3. EXPLAIN THE MODEL

Feedback and ideas are broken up into four different categories:

STOP

Something that a person feels should be stopped immediately.

START

Refers to something that the team is not currently doing but would be beneficial to begin.

KEEP

Items that are good as is, and do not need any adjustments.

TWEAK

Suggestions to update current processes or attitudes to make things more effective. Ideas can range from being very tactical, such as getting a new printer, to ideas that focus on how to improve the culture.

BRAINSTORM

1. Ask participants to write their ideas for each category (Stop, Start, Keep, Tweak) on sticky notes. **Have them write only one idea per sticky note, as many stickies as they need.**
2. Brainstorm one category at a time.
3. Give participants 10 minutes per category.
4. As people complete their ideas, gather up the sticky notes and put them somewhere they are visible to everyone, such as a whiteboard.

FACILITATOR TIPS

Use 1 color of Post-It per category to make grouping easier.

DISCUSS

1. As participants turn in ideas for each category, begin grouping like ideas together and identifying themes.
2. As a team, review the suggestions and themes that emerged in each category.
3. Allow time for discussion but try to avoid spending time producing a solution during this session.

Creating a "parking lot" to capture solutions that emerge will ensure ideas will be remembered without interrupting the session.

VOTE

1. Once the team has reviewed all the ideas, each participant gets 5 votes to apply across Stop, Start, and Tweak ideas. There's no need to vote on Keep since those are things that you are doing well.
2. Participants are voting for the ideas they feel are important to pursue.
3. To vote, put a check mark on the sticky note.
4. An individual can allocate multiple votes to one idea.

Create and send an Excel sheet with the compiled themes to employees who were unable to attend. This will ensure they can still vote.

COMPILE AND PRESENT THE RESULTS

1. After the session, the facilitator should document all ideas and the number of votes that were associated with each suggestion.
2. Once everything has been compiled, present the results to the team.
3. Determine an action plan and implement!

Utilize committees to ensure decisions are being made on important items and that initiatives are moving forward.