# THE HOT SEAT

**Dissolving the Walls that Hinder High Performance: Meeting Practice**

**OBJECTIVE: Participants give one another constructive feedback on current work.**

Remote teams lack opportunities for casual encounters with one another—opportunities when co-located teams can ask spontaneous questions and work out problems with each other. Use *The Hot Seat* to create a formal opportunity for that type of interaction and give the team the benefit of one another's good advice.

**TIME**
5-10 minutes
per person

**Facilitation Model
Stage 6**
Monitoring Progress
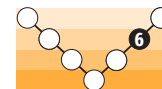
**Steps**

1.  Ask for one or two volunteers to sit in the Hot Seat at your next team meeting.

2.  Volunteers will spend about five minutes describing their current plans for completing an assignment, asking a specific question or questions about something they are struggling with, or sharing a problem they are encountering or expect to encounter soon.

3.  Once the volunteer is finished, the rest of the group spends five to ten minutes problem-solving or giving feedback. For instance, if the volunteer has just described a project plan he or she has developed, the group would review it and make suggestions for improvement.

4.  Offer suggestions in a constructive way. Be honest but also be respectful of the volunteer.

5.  The volunteer should not argue or defend their work (though they can answer clarifying questions). Likewise, the volunteer does not need to accept or reject any specific piece of feedback while in *The Hot Seat*, though they too may ask clarifying questions.

After *The Hot Seat* session is over, the volunteer decides which advice to accept, if any. This can happen after the meeting and is entirely at the volunteer's discretion.

**Tips**

•   Honesty is critical for the Hot Seat to work. If your team cannot share honest constructive criticism, this practice will be of limited use.

•   You can schedule an entire *Hot Seat* meeting in which everyone brings a problem, question, or current plan, and you rotate through the team so everyone gets a turn.

**Supporting Tool Types**

Web conferencing