

# Feedback in the

Recommendations for improving the process and alleviating threat states

Sam Pollock



# Feedback Process – Current State

Feedback is sent for two reasons

- Praising work well done (positive)
- Identifying opportunities for improvement (negative)

Delivery Method

- Multiple sources: supervisor, peers, [REDACTED]
- Multiple formats: verbal, IM, email, PRO S&S Feedback Form via email

Frequency of feedback

- Feedback is sent as it is discovered
- There are no parameters for when to send

Focus for this report:  
Negative feedback provided via the [REDACTED] Feedback Form by email



# Feedback Process – The Case Study

## The Goal:

Determine if the current feedback process causes a threat state in PCC reps; and if so, help determine what aspects could be causing the threat state

### ▪ Key terms

- Defined using current research literature on the topic
- *Feedback* – identifies errors and spurs learning and improvement
- *Threat State* – negative emotional response to a stimulus that causes demotivation



# Case Study Research Methods

## Survey

- All PCC reps were invited to participate in a survey I drafted about the feedback process in the PCC
- Questions focused on identifying if a threat state exists, what could be causing the threat state, and population data

## Coding

- I used coding to analyze the free-form responses obtained through the survey
- Coding helps identify major themes and sentiments

## Data Correlation

- Using Qualtrics (survey software), I created cross tabulations specifically focused on two groupings: position and emotional responses to feedback, tenure and emotional responses to feedback
- To determine if position and/or tenure played a role in negative responses to feedback

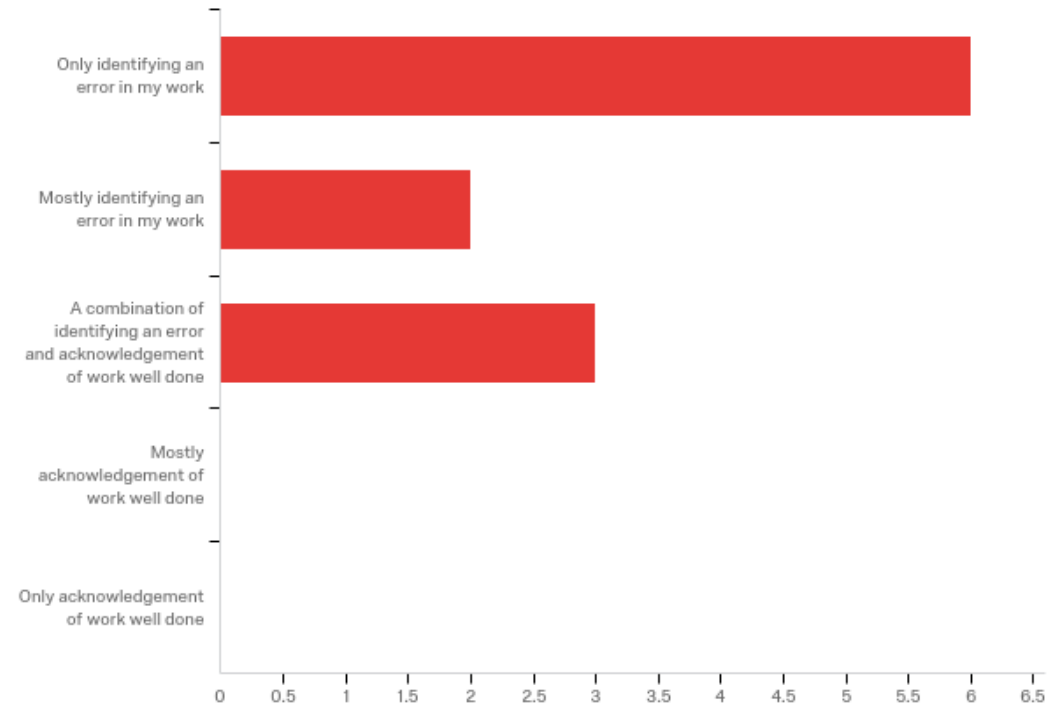
## Data Analysis

- I used various statistics to show how representative the survey responses were to the entire PCC
- Response rate (22%), margin of error ( $\pm 14$  at a 95% confidence interval), and percentages of each response in relation to total responses per question



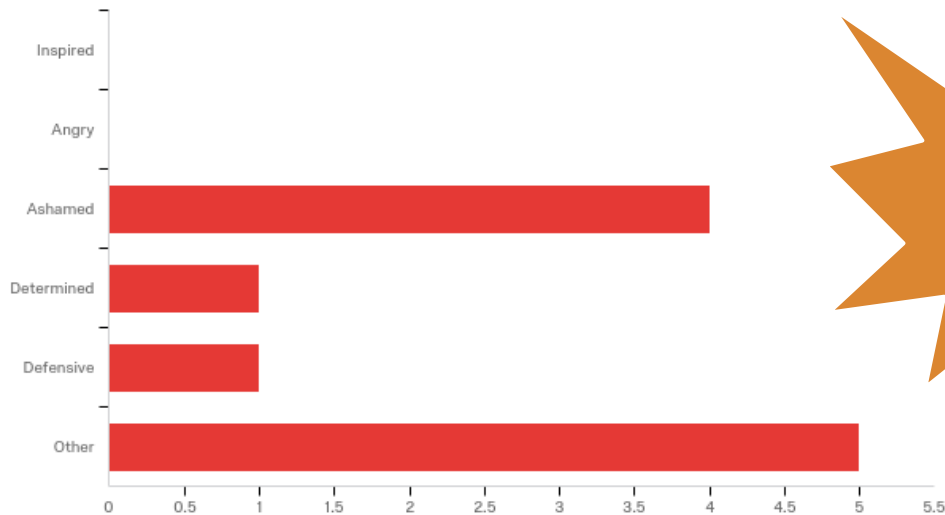
# Causing a Threat State

- Feedback on the [REDACTED] Feedback Form is mostly negative
  - 73% of PCC reps noted they only receive feedback for negative reasons (errors in work, incorrect info provided, etc.)
  - Only 27% of reps noted they have received positive feedback on the [REDACTED] form



# Feedback Process – Causing a Threat State?

- 73% of PCC reps noted that they associated negative emotions when receiving negative feedback via the [redacted] form
  - 45% said it made them feel ashamed or defensive
  - 45% said it made them feel defeated, punished, and embarrassed



Yes, there is a threat state!

Ashamed	Determined	Defensive	Other
Knowing that you may have given someone wrong			
that I made a mistake			
	I vow to myself to not make the same mistake again.		
		Which isn't the correct response, I know, but sometimes it feels so out of the blue I can't help it. The presence of a cc'd supervisor or lead team makes me much more so though	
			I feel a little embarrassed. A little ashamed that I messed up. But overall understand that feedback is necessary for growth. It is circumstantial to how it is filled out. Mostly it makes me feel fine and confident from the learning of my error that I won't create the same error again. If the form is very negative I feel defeated.
			Being copied to the entire leadership team broadcasts any shortcomings and failures. It is the opposite of praise in public and coach in private.
			No feeling-is just something to acknowledge/learn from
			Thankful that I can learn from my mistakes



# Aspects Causing the Threat State

## Delivery Method

- 64% said email is preferred method
- However, 27% said email changes how they feel about the feedback, mainly that the feedback feels cold and impersonal
- 55% reported no affect to their feelings regarding who sends it
- However, 45% said feedback is easier to receive when it comes from their supervisor rather than a peer or someone outside the PCC
- Data analysis supports this as a potential cause of the threat state

## Frequency of Feedback

- 82% reported receiving feedback 1-3 times per month, 9% at 4-6 per month
- 36% said that the frequency of feedback negatively changes how they feel about feedback
- Data analysis supports this as a potential cause of the threat state

## Feedback Form

- 82% reported no issues/concerns with the form
- One rep noted the form was missing a section to call out how error in their work was found
- No reps commented on visual layout, color scheme, verbiage, tone, etc.
- Based on data analysis, not a cause of the threat state



# Recommendations

## Delivery Method

- Send completed [REDACTED] Form to rep's sup
- Sup will review feedback, then relay to rep
- 73% of reps noted they expect feedback to come from their sup
- 45% of reps noted when feedback comes from someone other than their sup it increases their negative emotional reaction

## Frequency

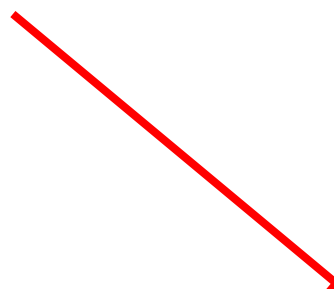
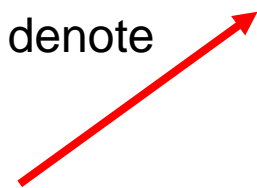
- Sup will review feedback and deliver in monthly 1:1 with rep
- Deliver sooner depending on the nature of the feedback
- 36% of reps said that a lower frequency would reduce their negative reactions towards receiving feedback





# One Additional Consideration

- The [redacted] Feedback Form
  - 82% said no issue with the form
  - 1 rep thought the form could be improved by adding a section to denote how the error was found
  - Directions need to be updated if recommendations are adopted
  - From my own review, overall language on the form is outdated but the layout of the form itself is not lacking



## How to complete Feedback:

1. Fill in table with feedback information. If follow up action is required by the [redacted] receiving feedback, indicate such and what steps are needed in the 'Feedback' section.
2. Copy table and paste into email; please don't attach as a file.
3. In subject line of email, indicate that the email is feedback for ([redacted] name), case # or topic for feedback.
  - a. Example: Feedback for Jane Doe regarding case 1234567
4. Email the feedback to the following:
  - a. [redacted] receiving the feedback
  - b. cc supervisor of [redacted] receiving feedback (for PCC, send to [DL - PCCSup](#))

## Please Note:

- If the supervisor is cc'd, the sender will no longer receive a reply from them.
- If feedback is not sent directly to the [redacted] the supervisor will reply to the sender and follow-up with their rep as needed.

[redacted] receiving feedback	
Description line or topic of feedback	
Case # (if applicable)	
Feedback/Follow up action required by [redacted] receiving feedback	
Resources to reference (PRIMUS solution, doc on SharePoint, etc.)	



# Next Steps

- Implementation
  - Make recommended changes to feedback process within Q3 (FY18)
  - In Q1 (FY19) send out survey again to evaluate if changes were effective in alleviating threat state
- Future Research
  - Look into researching the limitations mentioned

