



Barriers to Open Feedback

Employee Well-Being and Strategic Surveys
Conference, April 23rd and 24th



The Presenter



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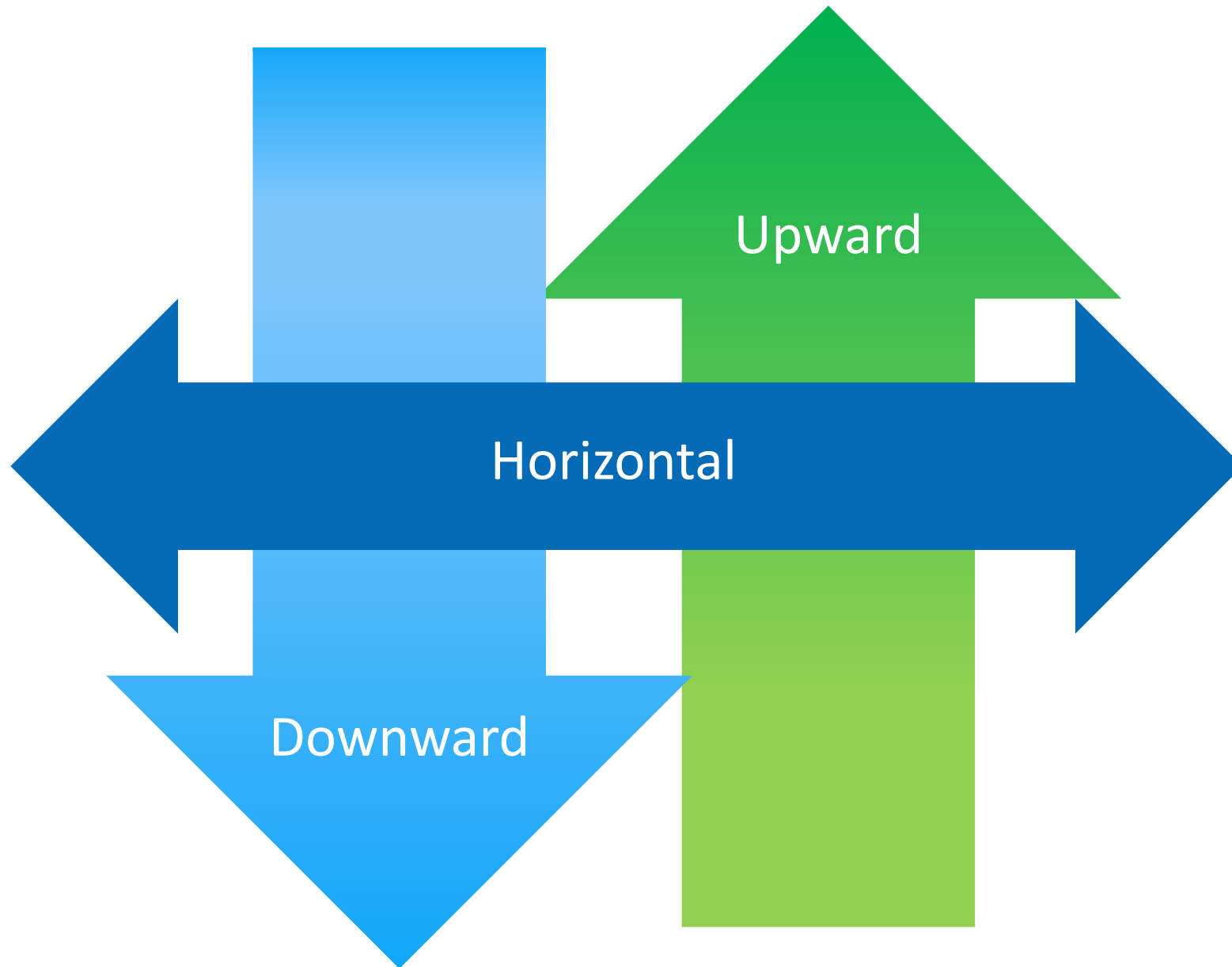
Agenda

Communication in Organizations

Barriers of Open, Upward Communication

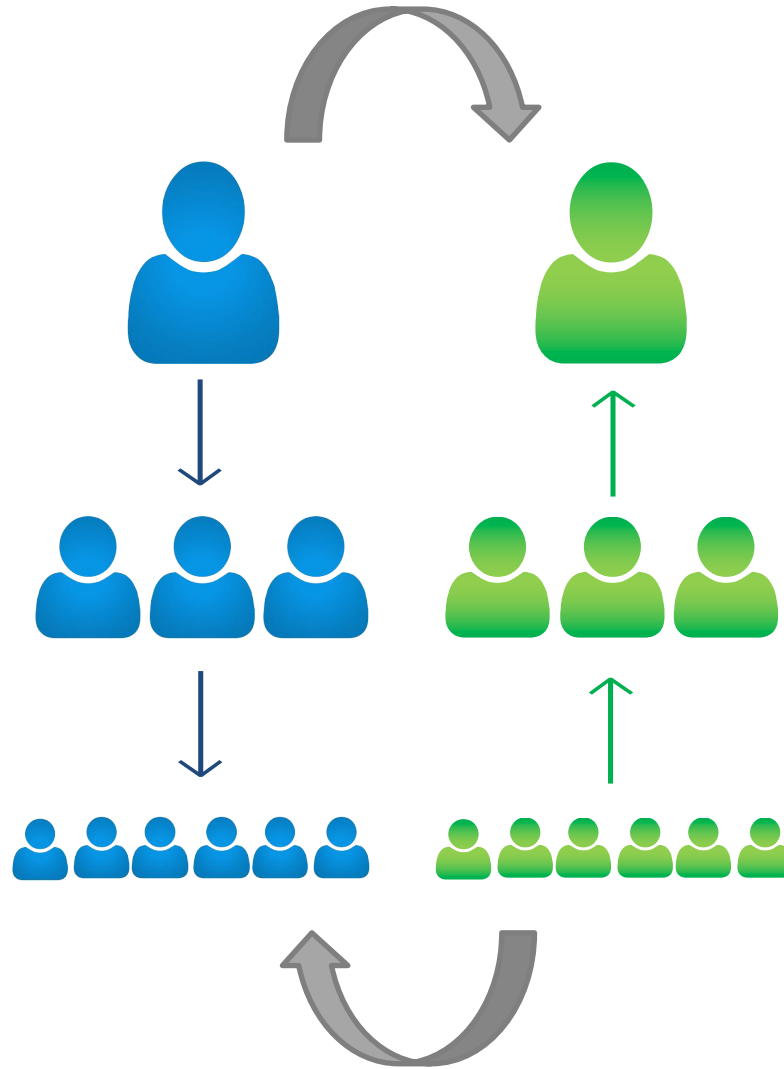
Ways to Encourage Feedback

Survey Considerations



Downward

Employee handbooks
Manuals
Town halls
Memos/emails/directives
Blogs
Team meetings



Upward

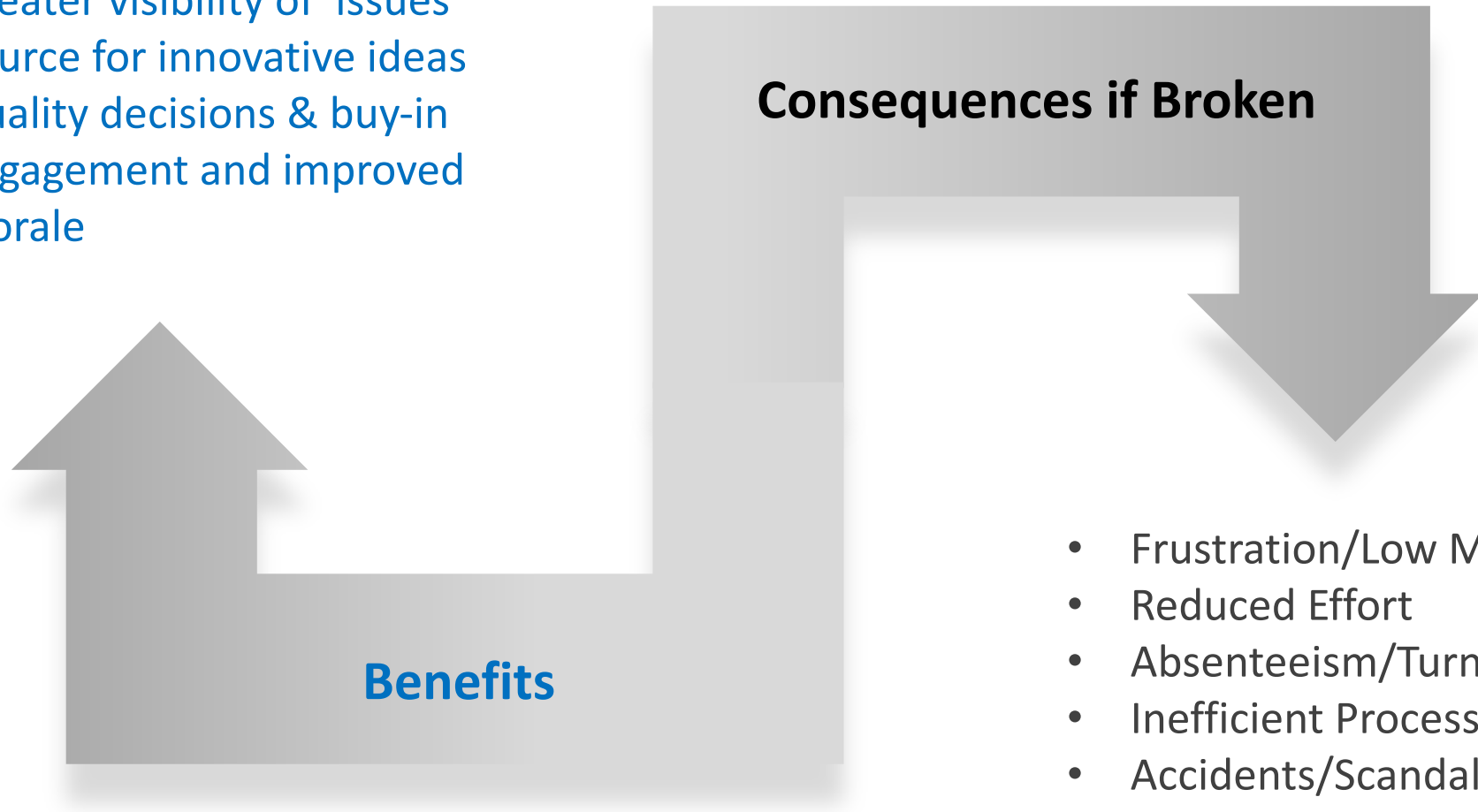
Surveys
360/180 Upward
feedback
Focus groups
Townhall Q&A
Suggestion box
Open door policy
Team meetings

Barriers of Effective Communication



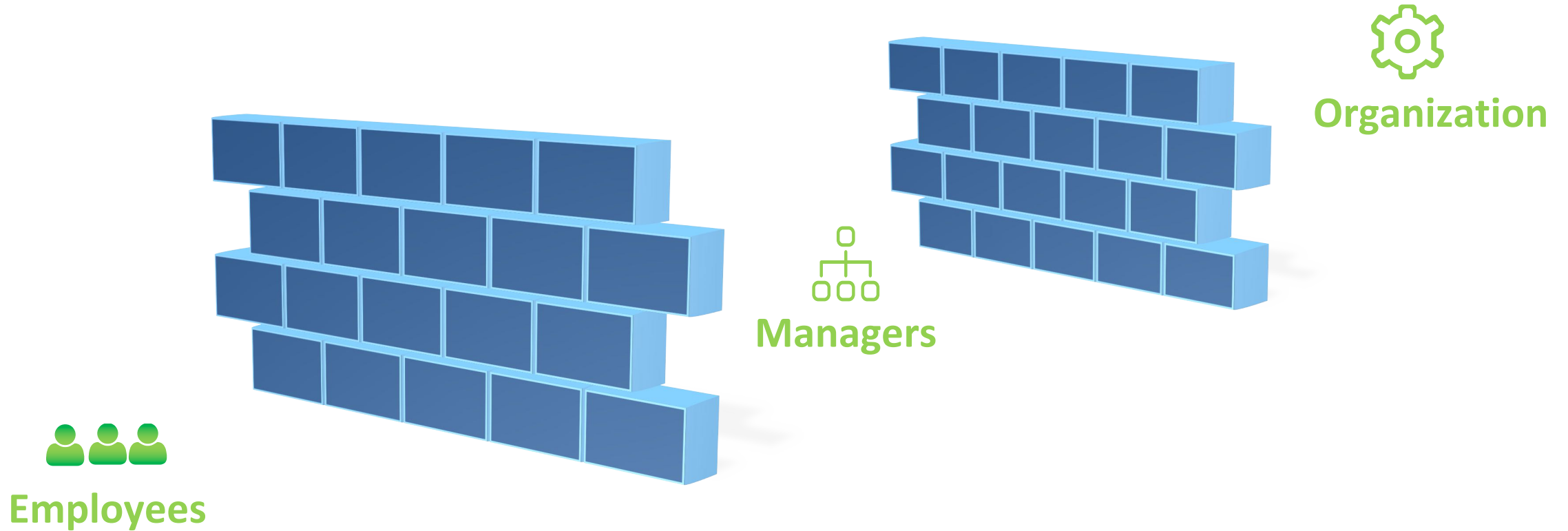
Upward Feedback

- Greater visibility of issues
- Source for innovative ideas
- Quality decisions & buy-in
- Engagement and improved morale



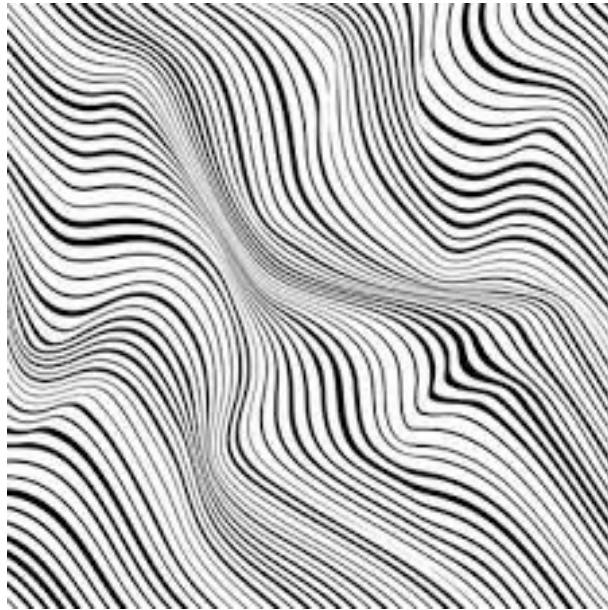
- Frustration/Low Morale
- Reduced Effort
- Absenteeism/Turnover
- Inefficient Processes
- Accidents/Scandals

Impediments to Effective Upward Feedback



How Employees Limit Effective Upward Feedback

Information is Distorted



Information is Withheld



How Communication is Distorted

Intentional

Only sharing information that supports “pet projects”

Manipulating information to gain power

Not sharing information so they can’t be held accountable later

Providing “rosy” or flattering feedback

Unintentional

Game of “telephone” as information moves through levels

Time pressures or stressful situations

Making judgments based on limited information

Emotional “knee-jerk” reactions

Why Employees Withhold Feedback

If I say something, people will be upset with me.

If I speak up, it will lead to more work for me.

I am worried that people will retaliate against me if I say something.

What if I am wrong? I don't want to look stupid.

I don't want to make somebody look bad by criticizing something they have done

Speaking up won't make a difference. Have had ideas shot down in the past.

Its easier to play it safe and just stay quiet

Something isn't right, but I don't know what to do. Better to not say anything unless I have a good solution.

Manager and Organizational Barriers

A key reason for silence is the perception of having little power in relation to others at work. This is significantly reduced when employees view their managers as genuinely open to input.

Managers Barriers

Don't really value/want feedback
(Avoidant, Defensive, Dismissive)

Micro-manage or highly critical

"Reward" with more work

Retaliatory – shoot the messenger

Organization Barriers

Lack of effective systems
for feedback

No or slow responses/ Discount or
Ignore

Cultural factors

Legends

Breaking Down Barriers

A key reason for silence is the perception of having little power in relation to others at work. This is significantly reduced when employees view their managers as genuinely open to input.



Rethink manager development



Ask for, encourage, and truly welcome feedback



Make a habit of seeking feedback



Train people on being candid

Use multiple channels



Acknowledge messages & respond quickly



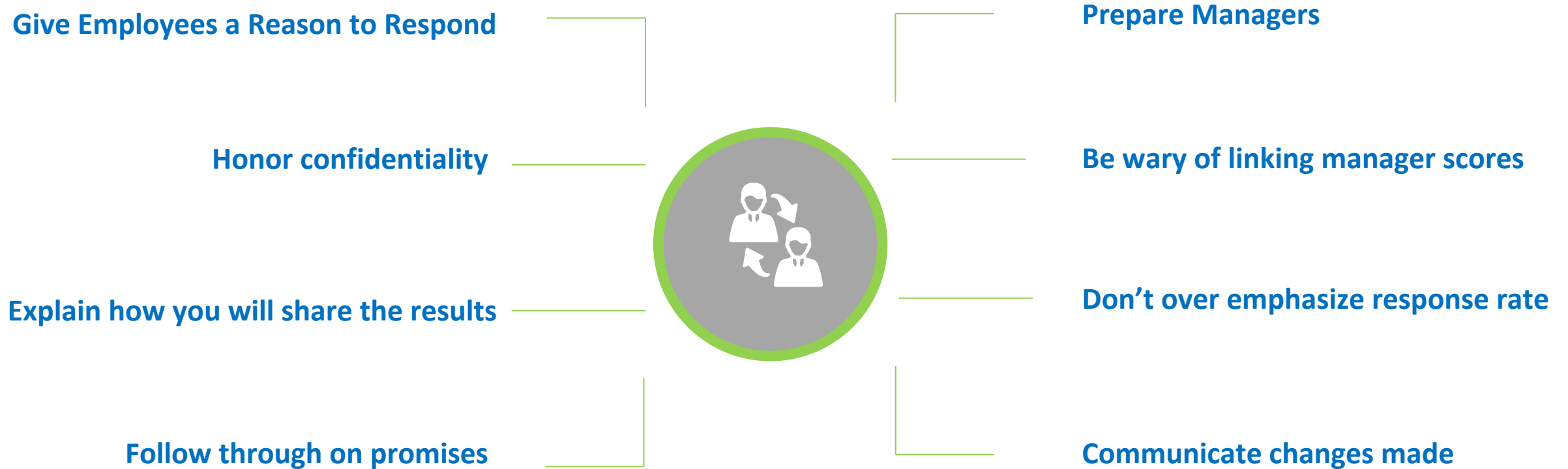
Reward speaking up and sharing ideas



Share stories that show value of feedback



Encouraging Open Feedback



If I had an hour to solve a problem and my life depended on the solution, I would spend the first 55 minutes determining the proper question to ask, for once I know the proper question, I could solve the problem in less than five minutes.

- Albert Einstein

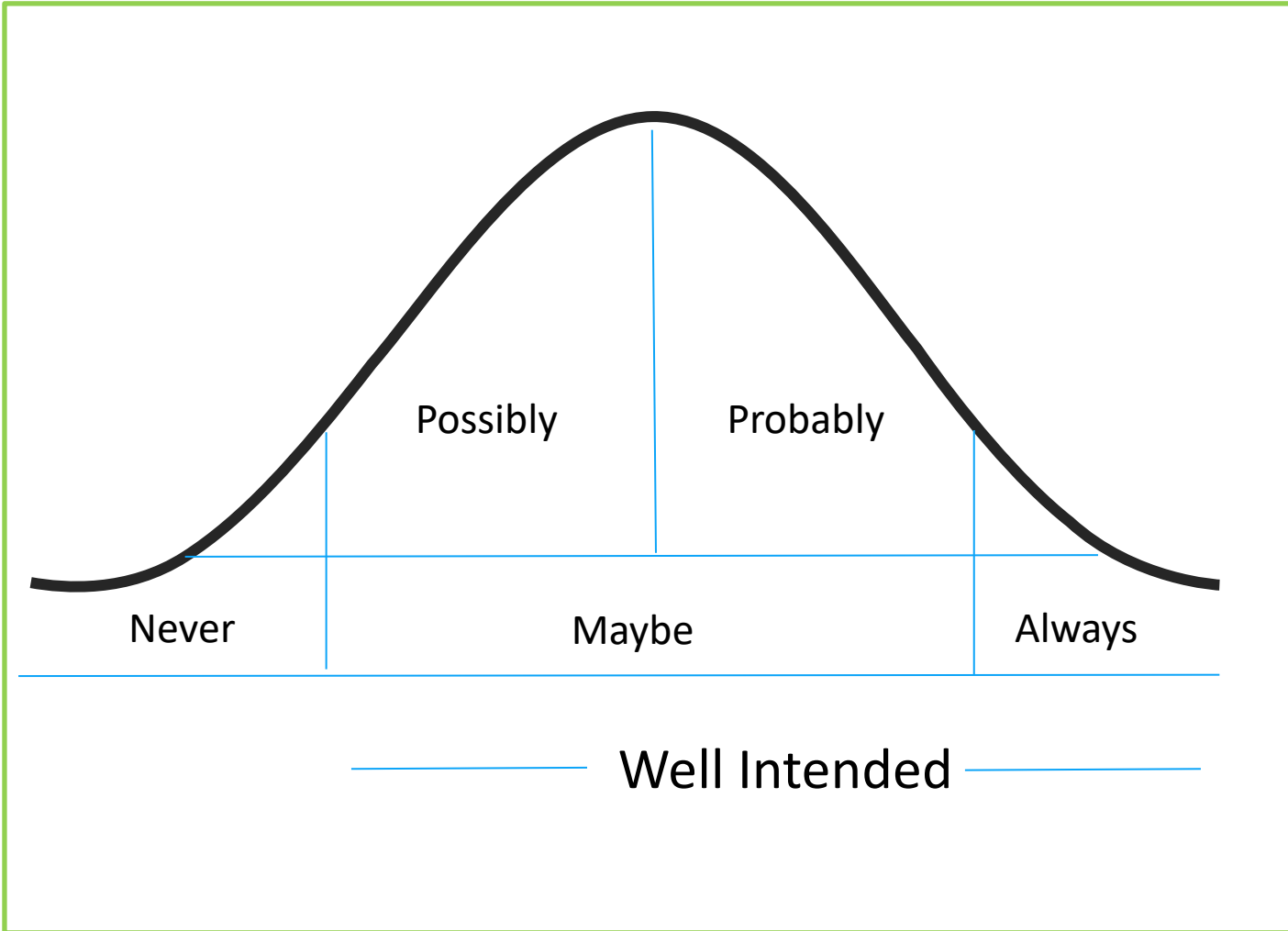
Ask the “right” questions

- well designed (concise, clear, not leading)
- related to strategic concerns
- thoughtfully phrased open-ended questions

Get below the surface

- “Are you confident that if you report concerns, they will be addressed appropriately”
- Can you share information without fear of retaliation?
- Do you believe that changes will occur as a result of this survey?

Nudges: Helping People Live Up to Good Intentions



Nudges at their very core should be simple. Examples:

- Framing – makes positive behaviors obvious and available
- Use of social pressure/desirability – encourages people to join in
- Well timed reminders – reduces load and keeps important issues top-of-mind

Considerations Given Covid-19

Impacted virtually everyone

Many are experiencing:

- Fear and uncertainty
- Changes in perspective/priorities
- New expectations
- Sense of gratitude or frustration and anger



Listening, letting employees know concerns have been heard, showing compassion, and communicating how you are responding will go a long way to help employees feel safer.

Employee Well-Being and Business Resilience Survey

- Free Pulse survey to connect organizations and employees during these challenging times
- Available in 13 languages
- Helps leadership understand what specific challenges their employees are facing, whether they have what they need to work effectively while operating remotely, and if critical messages are getting through.
- This survey, which will always be free, will be updated and adapted to take the pulse of your employees as this global pandemic and quarantine evolves.



Connecting Employees and Organizations

At OrgVitality, we are experts in designing projects that are linked to **strategy**, generate useful **insight**, and drive positive **action**. Now, more than ever, organizations need to listen to and learn from their employees.

We can help.



Surveys

- Strategic Employee Surveys
- Pulse/Continuous Listening
- Lifecycle
- 180 and 360 assessments
- Internal Customer Experience

AI-Driven Action Tools

- Action Prioritization
- Nudges
- Comment Analysis

