

GETTING STARTED GUIDES

Designing Your Approach:

Feedback

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Why Feedback

Feedback is essential to your employees' growth and development, and it provides your managers with a more well-rounded view of their employees' strengths and weaknesses. Your organization depends on feedback to grow your leaders, push for higher productivity, improve engagement, and ultimately, retain your best talent.

That doesn't make your managers and employees any less likely to dread giving and receiving feedback though, since feedback is too often used to evaluate employees rather than help them develop. While feedback provides your managers with a comprehensive view of an individual's performance, a feedback-rich culture offers so many more benefits, such as:

For managers

- A more comprehensive picture of how an employee is performing and developing
- A broader awareness of how an employee is impacting their peers, balancing out any biases the manager may have
- An ability to individualize employees' development plans
- A structured path for coaching employees, beyond simply evaluating them

For employees

- A clear picture of their strengths and opportunities from multiple sources – their peers and manager
- A transparent understanding of how they are contributing to the organization's goals
- An ongoing awareness of their performance and developmental opportunities (as opposed to relying on an annual performance review)

For teams

- The opportunity to build trust and strengthen authenticity among team members through open and honest feedback
- Empowerment to gather team feedback and improve as one collective team

It's clear to see how a feedback-rich culture drives employee engagement. That's why Quantum Workplace's employee engagement software includes a feedback feature. In order to build trust across the organization, help managers build authentic relationships with their team members, individualize employee development plans, and encourage growth among all employees, you must strengthen the feedback muscle in your organization.

How it Works

The feedback feature inside Quantum Workplace's employee engagement software empowers employees to:

- Gather or give instantaneous feedback
- Receive feedback with automated cycles
- Collect anonymous, attributed, and third-party feedback
- Engage in two-way, in-tool communication
- Leverage proven templates to collect feedback on a variety of topics
- Gauge improvement over time with in-tool analytics and trended feedback

Optimizing the Experience

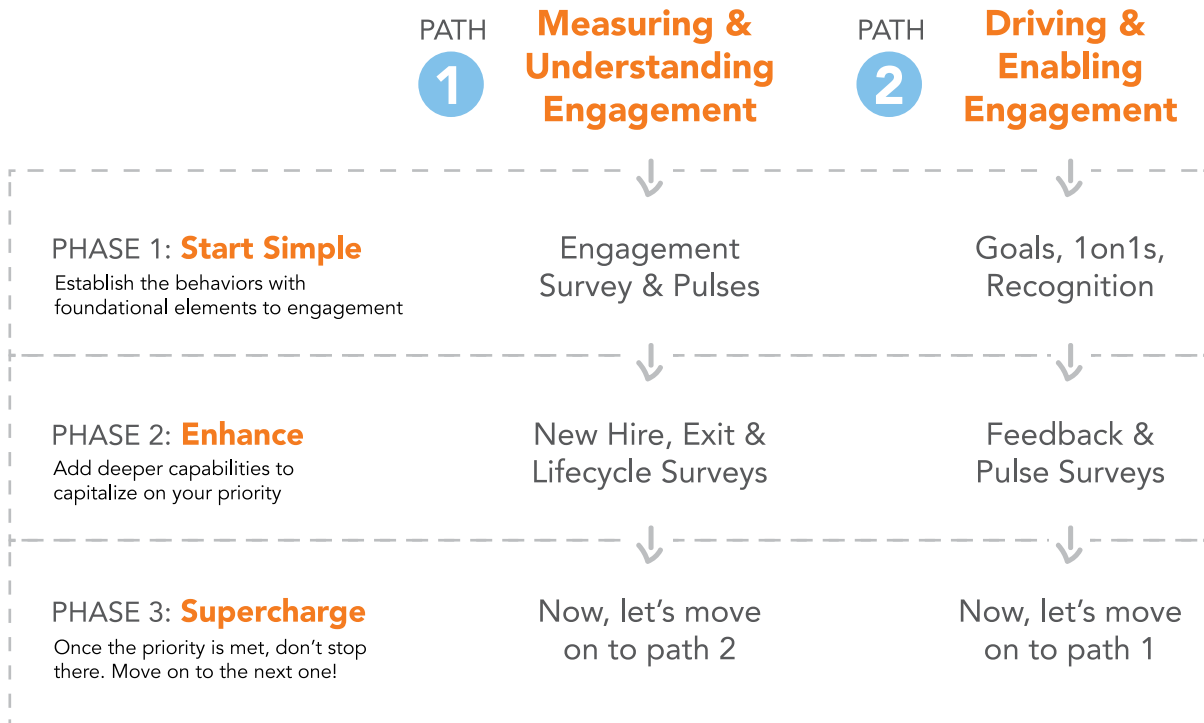
Gathering feedback alone is not enough. To optimize the feedback collected by managers and employees, here are some ideas to supercharge your organization's culture of feedback using Quantum Workplace's all-in-one employee engagement software:

- Employees can set developmental goals based on the feedback they receive. Goals create accountability and allow progress to be measured, ensuring important feedback doesn't become stale or ignored
- Encourage managers and employees to hold a high-quality 1-on-1 conversation to review the feedback and align on next steps
- Recognize employees when they receive outstanding feedback from others or when feedback leads to measurable employee growth
- Empower employees to set a date for gathering the next round of feedback so they can easily know if they are progressing

While the feedback feature can be used alone, we recommend complimenting feedback with other features, enabling your managers to truly transform the way they lead.

Curious where to start? Check out a roadmap below or chat with a Quantum Workplace team member for ideas.

What's your main priority?



Making the Technology Seamless

Before diving into the specific design of your approach to feedback, we recommend that you begin the process of HRIS Integration and Single Sign-On. (If your organization has already done this with Quantum Workplace, you're all set to jump ahead and start designing your approach to feedback!)

HRIS Integration allows your organization's roster of employees, their demographics, and all reporting relationships to be accurate and up-to-date in our software. This provides a seamless experience for your users, helps you analyze usage and data in meaningful ways, and allows automation of some of the features. The setup time can take a few weeks, but it's worth it!

Single-Sign On will prevent your employees and managers from needing to remember yet another set of login credentials, making it easier for users to adopt features into their every-day workflow.

We like to get this process started early so it's complete once you're ready to launch the software to users. Not a tech person? No worries! Your Client Success Manager will partner directly with your technical team members.

Getting Started with Feedback

1 Define What Feedback Is

Before getting started on how to implement a more robust feedback program in your organization, start by defining what feedback is - and what it is not - for your organization.

Feedback is information shared back to an individual or group about prior behaviors, actions, or attitudes so that the individual or group has an opportunity to adjust current or future behaviors to achieve a more desirable result.

In order to create a feedback-rich culture that drives employee engagement, Quantum Workplace believes feedback is:

- Both positive and constructive. Recognition is a form of positive feedback.
- Needed to understand both an employees' performance and developmental opportunities. Encourage employees to gather feedback on their performance, how they are developing, and where they should continue to develop. This goes back to using feedback with a growth mindset versus just a performance evaluation.
- An opportunity to understand employees' strengths and opportunities.
- An important way for employees to feel ownership and accountability for their performance and development with support from their manager.

Conversely, feedback is NOT:

- A chance for managers to get context on the performance rating they plan to award an employee. Feedback should be more than just a way to review the past. Focusing on the growth and development positions managers as the coach for employees.
- An opportunity for employees to throw stones at colleagues when no one is looking. In other words, feedback is not an opportunity to bring up things from years ago that were never addressed. Feedback should be based on current and recent behaviors.
- Selective. Feedback helps all employees, not just your high performers or senior leaders. Giving every employee the opportunity to receive feedback gives every employee the opportunity to grow.
- Best when it's anonymous. Attributed feedback requires a level of trust and constructive conversation, both important components of a highly engaged workplace. When feedback is attributed, individuals providing feedback feel ownership for the quality of feedback they give others and they feel more accountable for helping others develop and improve.

As you define what feedback looks like in your organization, avoid these mistakes that prevent organizations from building a feedback-rich culture:

- Feedback only being used for performance evaluations, not for employee development. A lack of growth mindset turns feedback into another form of an evaluation – employees may avoid giving constructive feedback and feel burdened when they receive feedback.
- Feedback is reserved for leaders with traditional 360s.
- Not acknowledging that feedback can be uncomfortable to give and receive. As humans, we don't like being reminded of our downfalls or areas we are lacking. It jeopardizes our status with others and our certainty of how we are doing.

Don't worry! Quantum Workplace has plenty of tips and resources to help you avoid these mistakes.

2 Understand the Types of Feedback

Feedback is endless. As humans, we collect feedback every day through verbal and nonverbal cues. Rolling eyes, slouching, looking away, and scoffing are all nonverbal cues that indicate someone is disinterested or disagrees with us. Head nods, smiling, and eye contact show us the opposite. But, neither give us more concrete ways to move forward.

When it comes to our performance and development, these nonverbal cues become even less helpful. We need verbal feedback to identify our next steps. This is why feedback in organizations is fundamental to improvement: if we are not aware of how we need to improve, it is likely we will not know an improvement is even needed in the first place. Feedback can be negative, constructive, or positive. All of these forms of feedback are helpful!

Before designing your organization's approach to feedback, let's review the feedback types supported by Quantum Workplace's feedback feature:

360 Feedback: This approach to feedback is one of the most traditional. 360s gather feedback from direct reports, peers, and upline managers, as well as allowing an employee to self-rate. The employee receives feedback from everyone around them, hence the name. 360s are often a more structured way of collecting feedback, using scaled questions that are consistent across all participants. Most traditional 360s are anonymous, but if you want to supercharge your feedback program, use attributed feedback. These are often conducted once per year since they provide a robust amount of data for an individual to digest and act upon.

Upward Feedback: Upward feedback allows leaders and managers to gather feedback from direct reports or downline employees. This feedback can be more formal with a structured set of questions or more informal with a simple Start-Stop-Continue question.

Peer Feedback: Peer feedback enables all employees to hear from peers and cross-functional partners on how they are performing and where they should focus their development.

Organizations that want to supercharge their peer feedback programs empower their employees and managers to request feedback throughout the year in a time that makes the most sense for them. This is the most progressive feedback because every employee is empowered to collect feedback in order to own their performance and development, with support from their manager. Peer feedback can be collected on a variety of topics:

- Project/Work Feedback
- Performance Feedback
- Strengths & Opportunities
- Career Growth & Aspiration

Give Feedback: All employees can give feedback to another individual at any time! This type of feedback is always attributed (not anonymous) and is often utilized in organizations that are stronger in giving and receiving feedback. By empowering feedback to be given or received at any time, feedback truly becomes a part of your culture.

3 Assess Your Organization

In order to build a culture that is built on feedback, take time to assess where your organization is at today.

Are you more traditional in your approach to feedback? A more traditional approach to feedback often looks like:

- Feedback is reserved for senior leaders, most likely through an official 360 program
- Feedback is used to collect information for performance reviews, ratings, or succession plans only
- Feedback is anonymous

A more progressive approach to feedback may look like:

- Feedback is available to all employees to collect at a time that is ideal for them
- Feedback is focused on constructive and positive feedback
- Feedback is collected for coaching and developmental purposes
- Feedback is attributed so employees are empowered to follow-up with feedback providers

It's likely that your organization falls somewhere along this spectrum from traditional to progressive, or may even be an organization that doesn't yet have any formal programs available to employees to collect feedback.

Quantum Workplace is here to help! Our software can meet you where your organization currently is and help evolve your feedback program over time to achieve the behaviors you are looking for. The feedback feature doesn't force you to take an approach that isn't right for your organization.

4 Identify the Feedback Type(s) & Audience(s)

Based on where your organization is at on the feedback spectrum, identify the likely next step for your organization and how far it can evolve in the next year.

Here are a few common approaches Quantum Workplace recommends:

Current State

Desired State

No feedback program

Skip the more traditional forms of feedback that may limit the feedback muscles you want to develop in your organization. Implement a peer feedback program. Design your peer feedback program to start simple with a Start-Stop-Continue template. Encourage feedback to be gathered every 6 months.

360 Feedback Program

Empower all managers at various levels to collect upward feedback. Consider making feedback attributed if you've previously relied on anonymous feedback. Using simpler, less-structured questions can help your move to attributed feedback. This approach results in valuable feedback while building trust and comfort with the process.

Upward Feedback

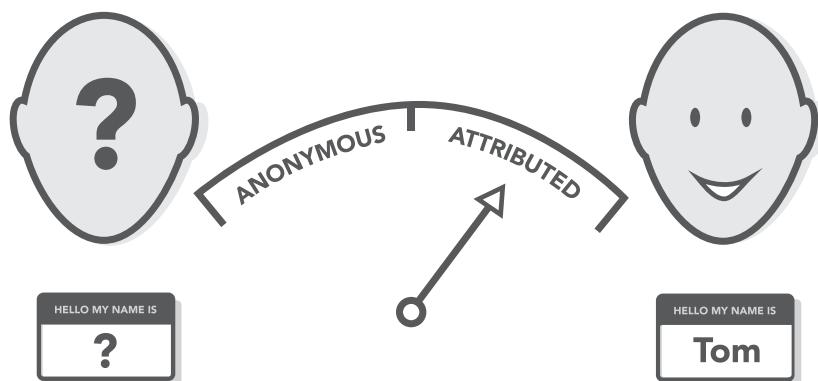
Your managers are currently getting feedback - why not allow all employees to gather feedback as well? Implement peer feedback and encourage it to be gathered at least once per year using simpler feedback templates.

Peer Feedback

If you want to supercharge your peer feedback program, allow employees to give feedback in real time. Additionally, increase the frequency feedback is collected - ideally employees are gathering feedback once per quarter to continue their growth and development.

5 Select Attributed vs. Anonymous

Choose the level of feedback transparency that makes sense for your organization. Quantum Workplace's feedback feature allows:



Anonymous Feedback: Anonymous feedback doesn't expose who gave what feedback. While our software allows employees to comment or ask questions back to the feedback provider anonymously, anonymous feedback is often lower quality. Peers may rush their responses, not take time to reflect on context or examples, or "throw stones" since they will not have to own the feedback. However, some organizations working to build trust within teams may initially rely on anonymous feedback.

Attributed Feedback: Attributed feedback allows the feedback recipient to know who said what, providing the recipient with additional context. This approach better enables the feedback receiver to follow-up with the person providing feedback, either to better understand the feedback or later confirm if the employee is making progress. Attributed feedback often results in higher quality feedback because providers take more time to reflect on specific examples before responding. Organizations who have a feedback-rich culture typically rely on attributed feedback.

Feedback, even when it's anonymous, benefits your employees much more than no feedback at all. Based on your assessment of your organization, select the level of transparency that is right for you.

6 Select the Topics & Questions for Feedback

You are two steps away from having your feedback program designed! This step may take the most time to think through. In order for feedback to make a difference in an employee's career growth, development, and performance, you must ensure they are able to collect feedback on what matters most to your organization.

When you are selecting your topics and questions for the feedback templates – whether it's 360 feedback, upward feedback, peer feedback, or the give feedback options – here are some design principles that help with constructing the questions.

- **Simplicity is key.** Do not overcomplicate the templates with too many questions. This makes giving feedback a burden and overwhelms those receiving feedback. Our START-STOP-CONTINUE template is simple and generates a lot of robust feedback.
- **Make it specific.** Vague questions make it harder for providers to give quality feedback and they result in feedback that's harder for the recipient to digest and prioritize. Avoid "What should I improve?" and instead ask "What's one thing I should improve?"
- **Provide a few options.** Personalize the experience for your employees by allowing them to pick a feedback template that best suits their needs. Share 3 to 5 template options that can be used for collecting feedback.

Don't know where to start? Don't worry! We have a variety of recommended templates for you to take advantage of.

7 Establish expectations

Establishing and communicating expectations is the last step before implementing a new or enhanced approach to feedback in your organization. Share the timeline for the launch of feedback, as well as expectations for each manager and employee who is providing or receiving feedback.

Here's a sample of how you can communicate expectations:

"We know that feedback is essential to our growth and performance, both as individuals and as an organization. With the launch of our feedback program at ACME, you are empowered to collect feedback during the times that are essential to you. We recommend that you collect feedback from your peers, managers, and/or cross-functional partners at a minimum of one time every 6 months. After you collect the feedback, be sure to have a 1-on-1 conversation with your manager to review your feedback and discuss your personal development goals."

Stating expectations with your organization doesn't just allow you to hold managers and employees accountable for giving and receiving feedback. This approach also empowers employees to own their career growth and development and positions managers to support and coach employees.

Additional Features

Your Client Success Manager will walk you through all the functionality of the feedback feature. Here is some capabilities worth noting:

- Collect external feedback from customers, vendors, clients, etc.
- Manage visibility into all feedback received
- Download and print feedback
- View feedback analytics by department, location, tenure, etc.
- Respond to feedback via the software

Prepare to Launch

Quantum Workplace's strategic communication plan will help you further think through important communication touchpoints during different phases:

- 1 Pre-launch:** Announcing the feedback feature, describing how best to utilize the software, and communicating expectations on what feedback is and is not in your organization.
- 2 Launch:** How-to guides
- 3 After launch:** Best practices and tips to build a feedback rich culture

Speaking of best practices and tips, Quantum Workplace is continuously adding to our library of resources for your managers! Our Engagement Studio videos connect your managers to our QW experts. Some example videos include:

[Fundamentals of Building a Feedback Rich Culture \(Coming Soon\)](#)

[Tips on Giving & Receiving Feedback](#)

[The Best Way to Ask for Feedback](#)

[Why Receiving Feedback is Tough](#)

Your managers and employees can directly access these helpful resources in our software, and you're welcome to link to these resources if you want to share them with others.

Ready to get started? Us, too! Your Client Success Manager will walk you through next steps, and we're happy to answer any questions not covered for you in this guide.