

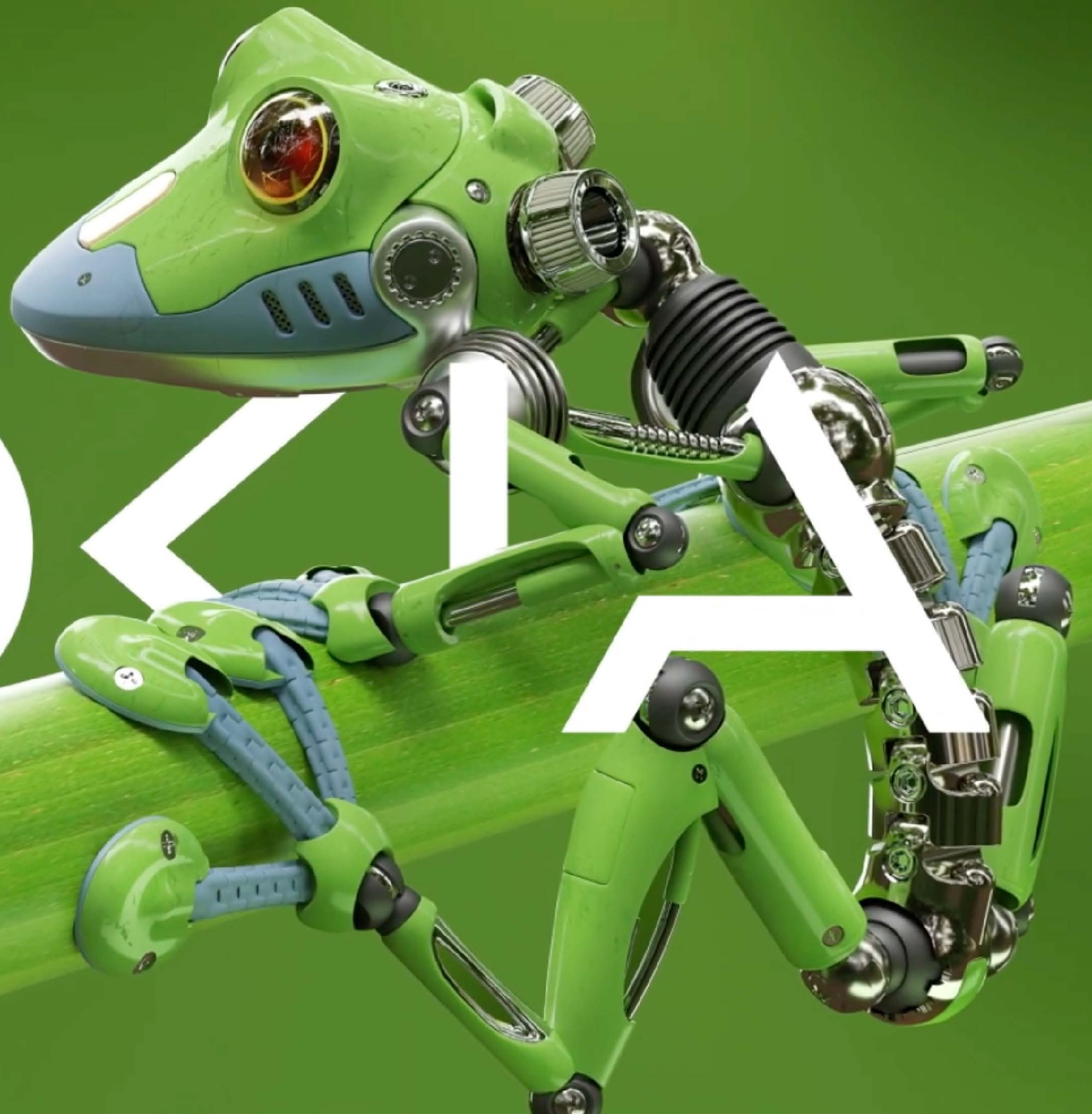
Building a Braver Future with Feedback

Samer Saab

Interconnected Narratives:

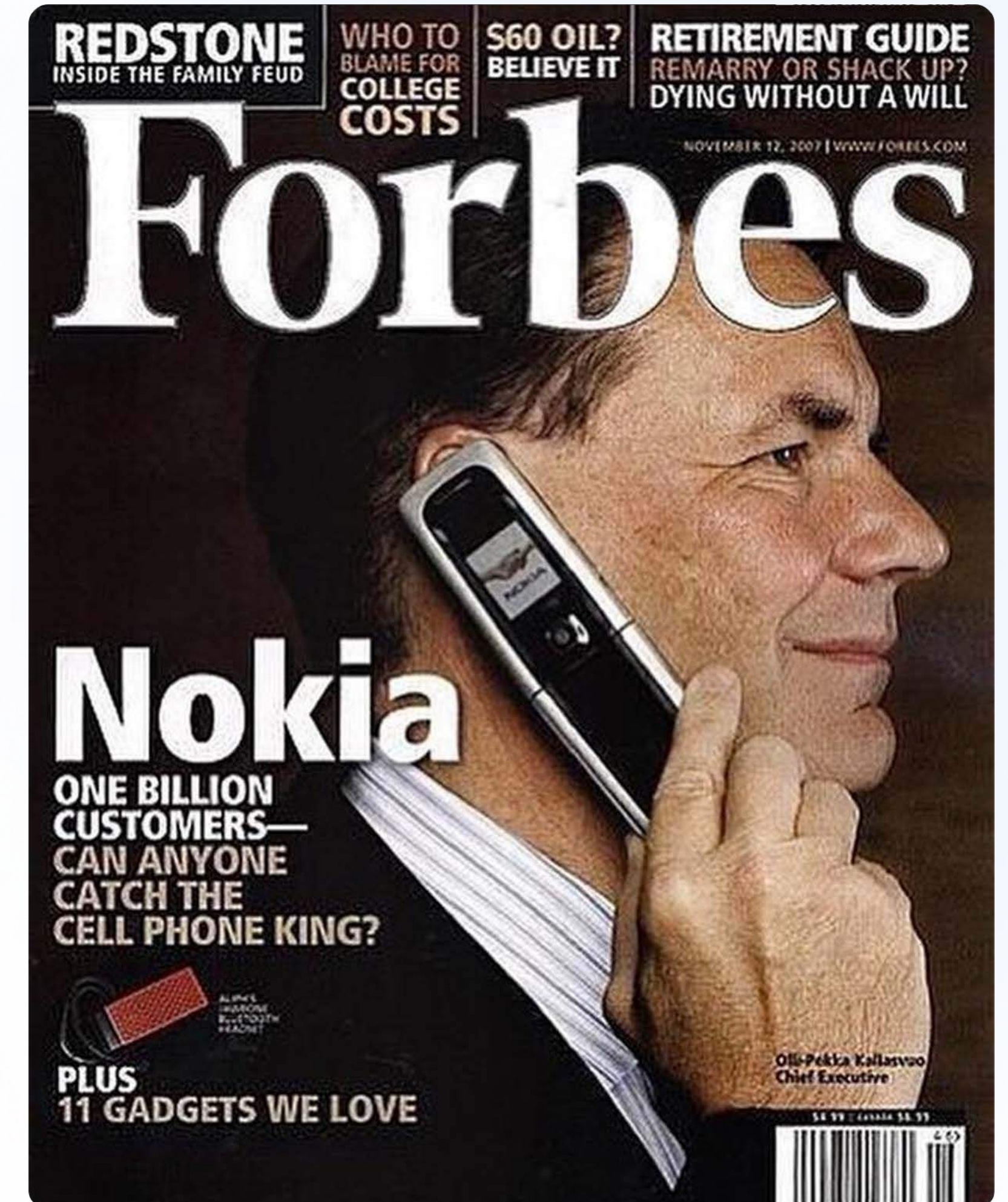
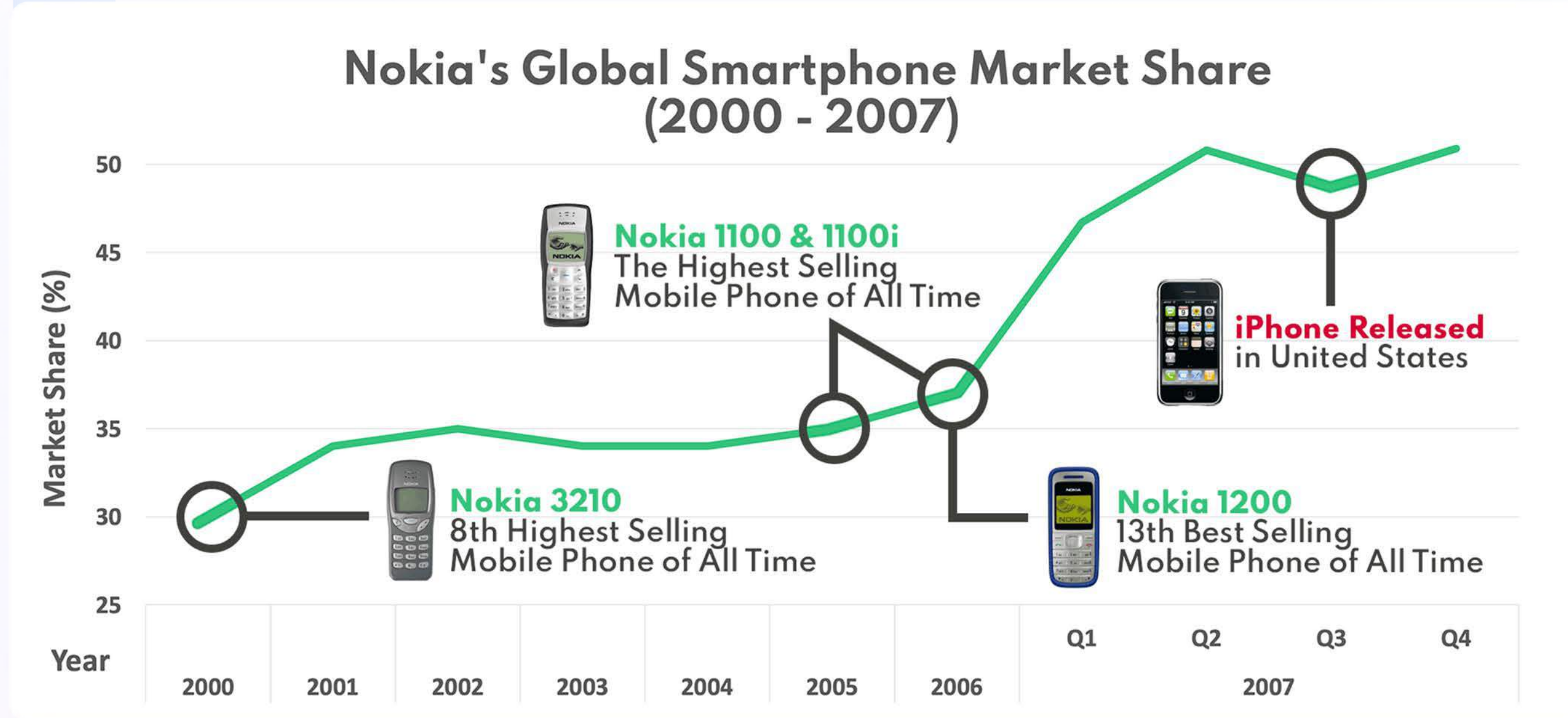
Unveiling the Hidden Connections

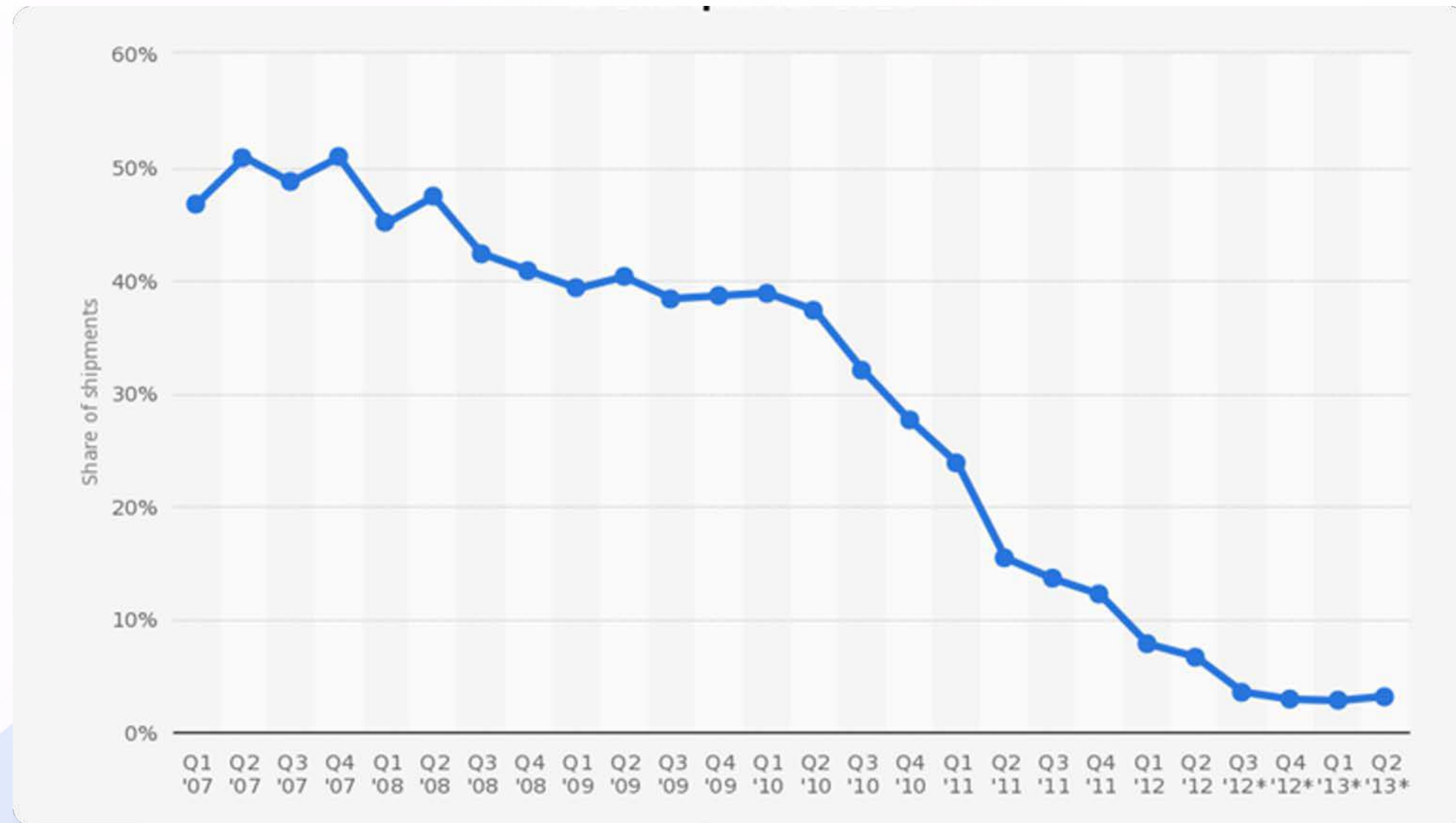
NO



AI

Nokia: The Rise





Nokia: The Fall

Nokia's demise was a result of its failure to recognize the promise of smartphones and the transition to touch-screen technology.

iPhone

ANNOUNCED: Jan. 9, 2007

RELEASED: June 29, 2007

KEY FEATURES:
3.5-inch diagonal screen;
320 x 480 pixels at 163 ppi;
2-megapixel camera

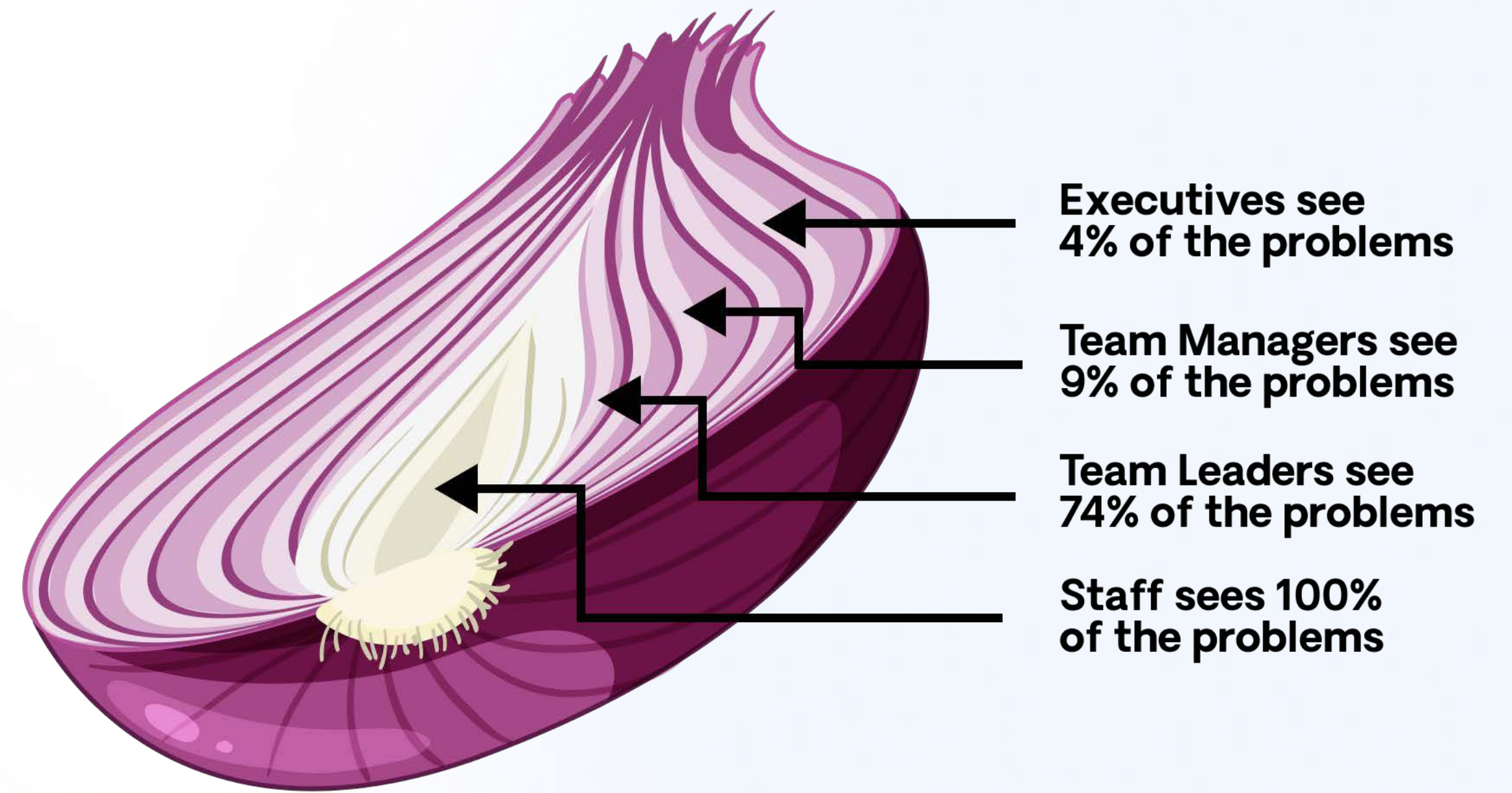
PRICE: 4GB model, \$499;
8GB version, \$599 (with
a two-year contract)

The image shows a silver iPhone next to a white card with its specifications. The iPhone screen displays the classic iOS home screen with various app icons like SMS, Calendar, Photos, Camera, YouTube, Stocks, Maps, Weather, Clock, Calculator, Notes, Settings, Phone, Mail, Safari, and iPod.

Nokia:

A Culture of Fear

“ When fear permeated all levels, the lower rungs of the organization turned inward to protect resources, themselves and their units, giving little away, fearing harm to their personal careers. Top managers failed to motivate the middle managers with their heavy-handed approaches and they were in the dark with what was really going on. ”



Nokia:

Dogmatism at its best

“ We didn’t do anything wrong,
but somehow, we lost. ”

Pekka Lundmark, CEO of Nokia

NOKIA





airflorida

N9043U



Air Florida Flight 90:

A Recipe for Disaster



Larry Wheaton

34 years old

8,300 flight hours

Suspended for:

- Adherence to regulation
- Checklist usage

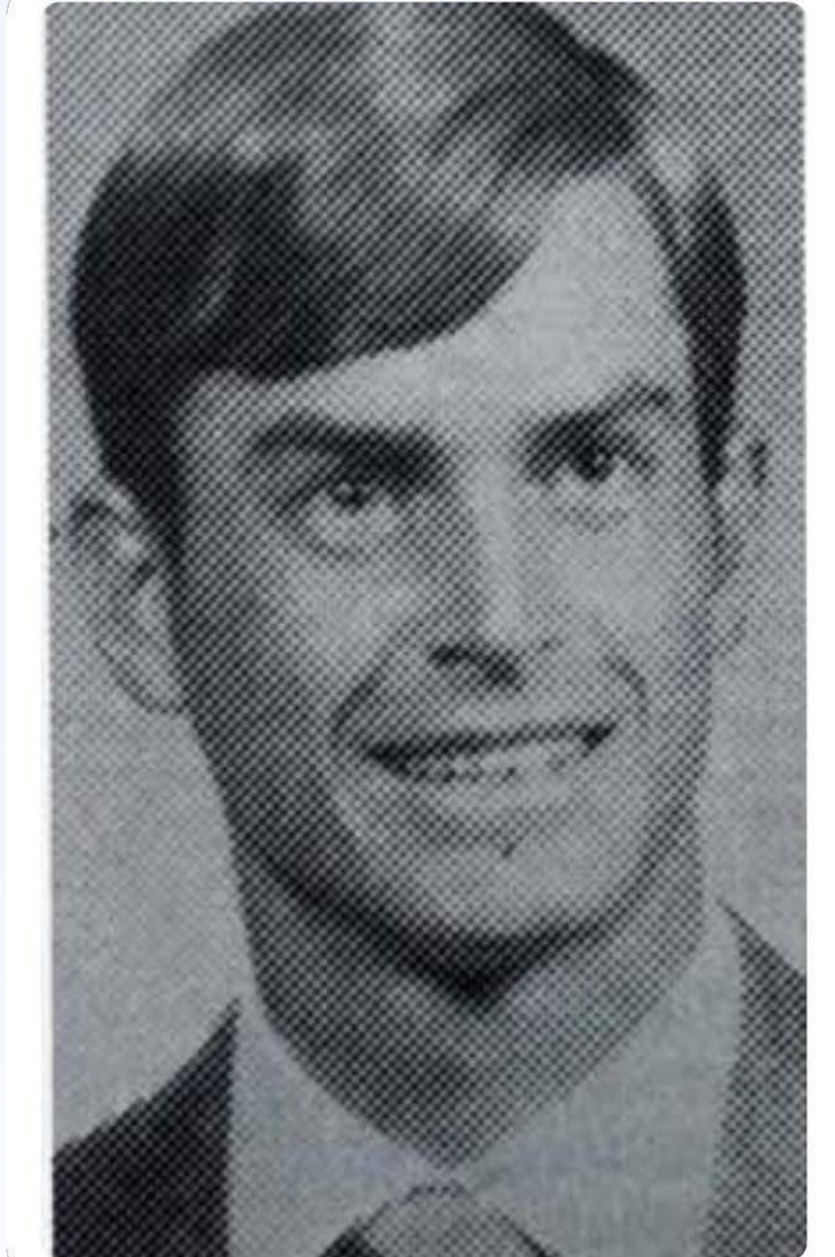
Roger A. Pettit

31 years old

3,400 flight hours

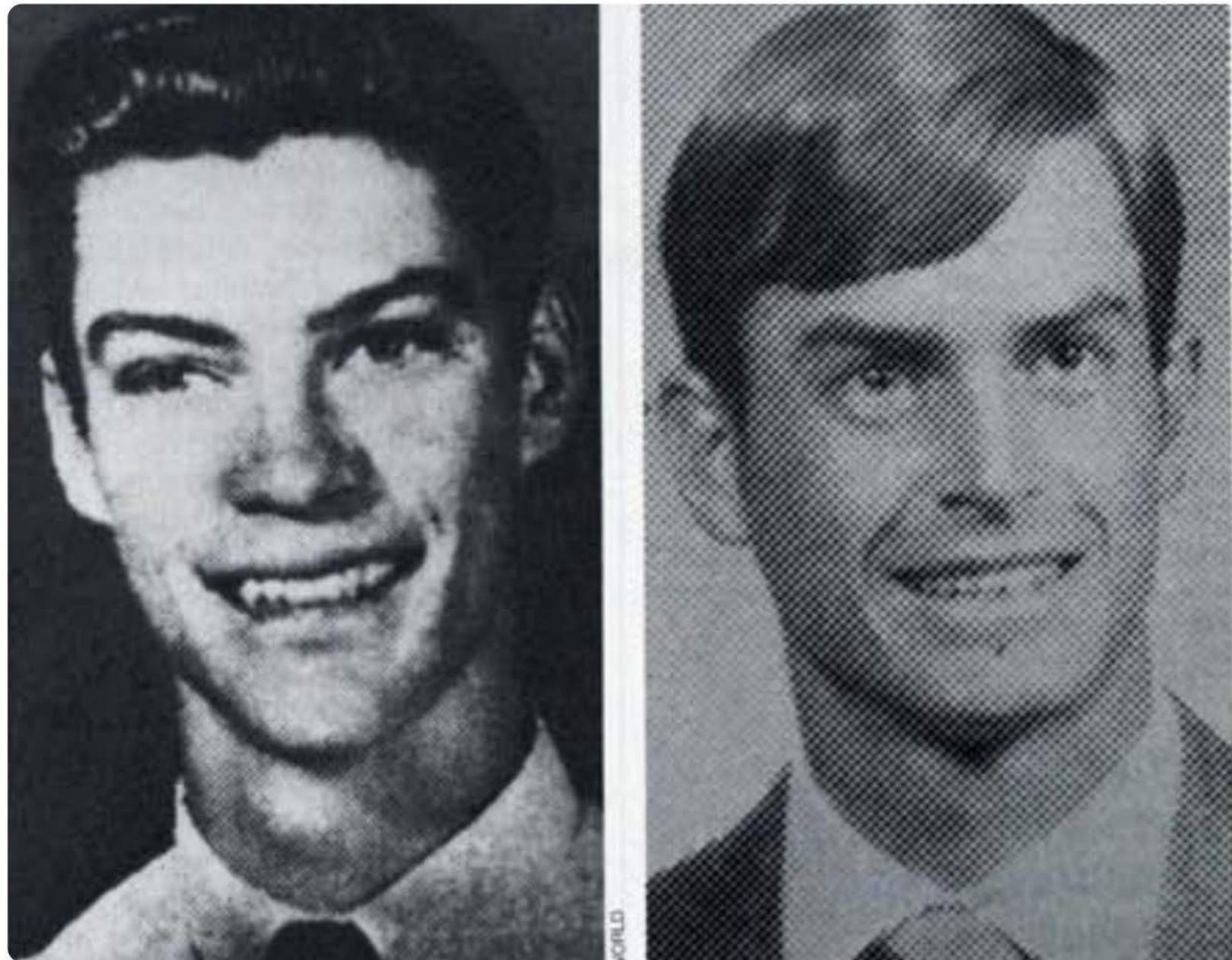
Known as:

- Witty and sharp
- Doesn't hesitate to speak up
- Knows his limitations



Air Florida Flight 90:

A Cascade of Negligence



CAM-2 Pitot heat?

CAM-1 On.

CAM-2 Engine anti-ice

CAM-1 Off.

[4]: 107



Flight 90: Take off



15:59:32 CAM-1 Okay, your throttles.

15:59:35 [SOUND OF ENGINE SPOOLUP]

15:59:49 CAM-1 Holler if you need the wipers.

15:59:51 CAM-1 It's spooled. Really cold here, real cold.

15:59:58 CAM-2 God, look at that thing. That don't seem right, does it? Ah, that's not right.

16:00:09 CAM-1 Yes it is, there's eighty.

16:00:10 CAM-2 Naw, I don't think that's right. Ah, maybe it is.

16:00:21 CAM-1 Hundred and twenty.

16:00:23 CAM-2 I don't know.

16:00:31 CAM-1 V₁. Easy, V₂.

—Transcript, Air Florida Flight 90 Cockpit Voice Recorder^[4]: 131–132



Flight 90: Crash



16:00:45 CAM-1 Forward, forward, easy.
We only want five hundred.

16:00:48 CAM-1 Come on
forward....forward, just barely climb.

16:00:59 CAM-1 Stalling, we're falling!

16:01:00 CAM-2 Larry, we're going down,
Larry...

16:01:01 CAM-1 I know!

16:01:01 [SOUND OF IMPACT]

—Transcript, Air Florida Flight 90
Cockpit Voice Recorder^[4]:132–133





"WHAT THE 2004 EVENT SHOWED VERY CLEARLY WAS THAT THERE WAS NOTHING IN THE INDIAN OCEAN, NOTHING WHATSOEVER IN TERMS OF TECHNOLOGY OR PEOPLE'S AWARENESS OR INFRASTRUCTURE PREPARATION,"

KERRY SIEH, THE DIRECTOR OF THE EARTH OBSERVATORY OF SINGAPORE

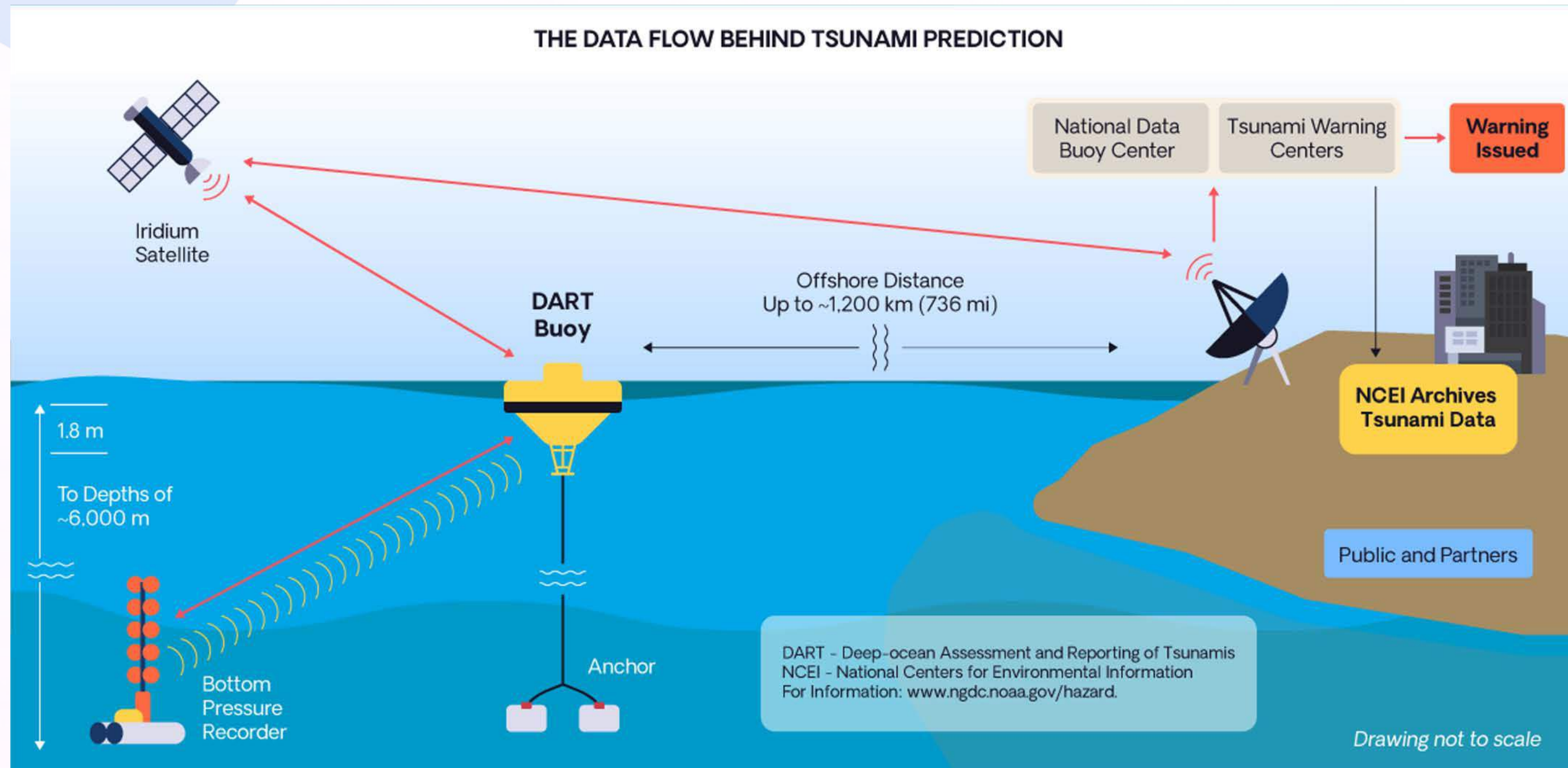
"WE STARTED THINKING ABOUT WHO WE COULD CALL. WE TALKED TO THE STATE DEPARTMENT OPERATIONS CENTRE AND TO THE MILITARY. WE CALLED EMBASSIES. WE TALKED TO THE NAVY IN SRI LANKA, ANY LOCAL GOVERNMENT OFFICIAL WE COULD GET HOLD OF,"

GEOPHYSICIST BARRY HIRSHORN TOLD THE HONOLULU ADVERTISER

"I SUGGESTED AN EARLY WARNING SYSTEM BE PUT IN PLACE FOR TIDAL WAVES, SUCH AS ALARM SIRENS AT BEACHSIDE HOTELS IN PHUKET, PHANGNGA AND KRABI, THE THREE PROVINCES WHICH HAVE NOW BEEN HIT. THEY SAID I WAS DAMAGING THEIR IMAGE WITH FOREIGN TOURISTS."

DHAMASAROJ TOLD THE AUSTRALIAN:

Boxing Day Tsunami: A Preventable Tragedy



The common thread here is one of Feedback Failure:

The irreversible impact of not asking for,
listening to, or acting on insights

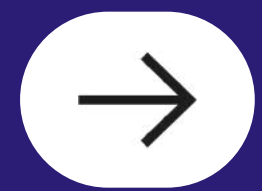
Feedback Unplugged

How Feedback Fuels Organizational Success



Ask

Key Sources for Harnessing Feedback



What is your preferred method for sharing feedback?

The Explorance Employee Feedback Survey was conducted by Wakefield Research



38%
COMPANY SURVEY, THE HIGHEST PERCENTAGE OF ANY RESPONSE

40% of Millennials say Company survey, the highest % of any demographic



8%
IN A COMPANY WIDE MEETING



25%
ONE-ON-ONE MEETING WITH YOUR MANAGER



7%
ONE-ON-ONE MEETING WITH YOUR HR



8%
VIA EMAIL TO MY MANAGER



4%
ON A JOB WEBSITE (GLASSDOOR, INDEED, ETC.)

Direct Feedback

What recipients say when asked through formal and informal listening channels.

Delivery vehicles: surveys, assessments, evaluations, conversations



Indirect Feedback

Unsolicited, more qualitative information shared through informal or external channels.

Delivery vehicles: reputation websites (e.g., Glassdoor, ratemyprofessor), discussion forums, social media websites



Inferred Feedback

Behavioural or environmental signals that unlock greater (usually unexpected) context and meaning.

Delivery vehicles: individual actions, non-verbal physical cues, LMS/Portal insights

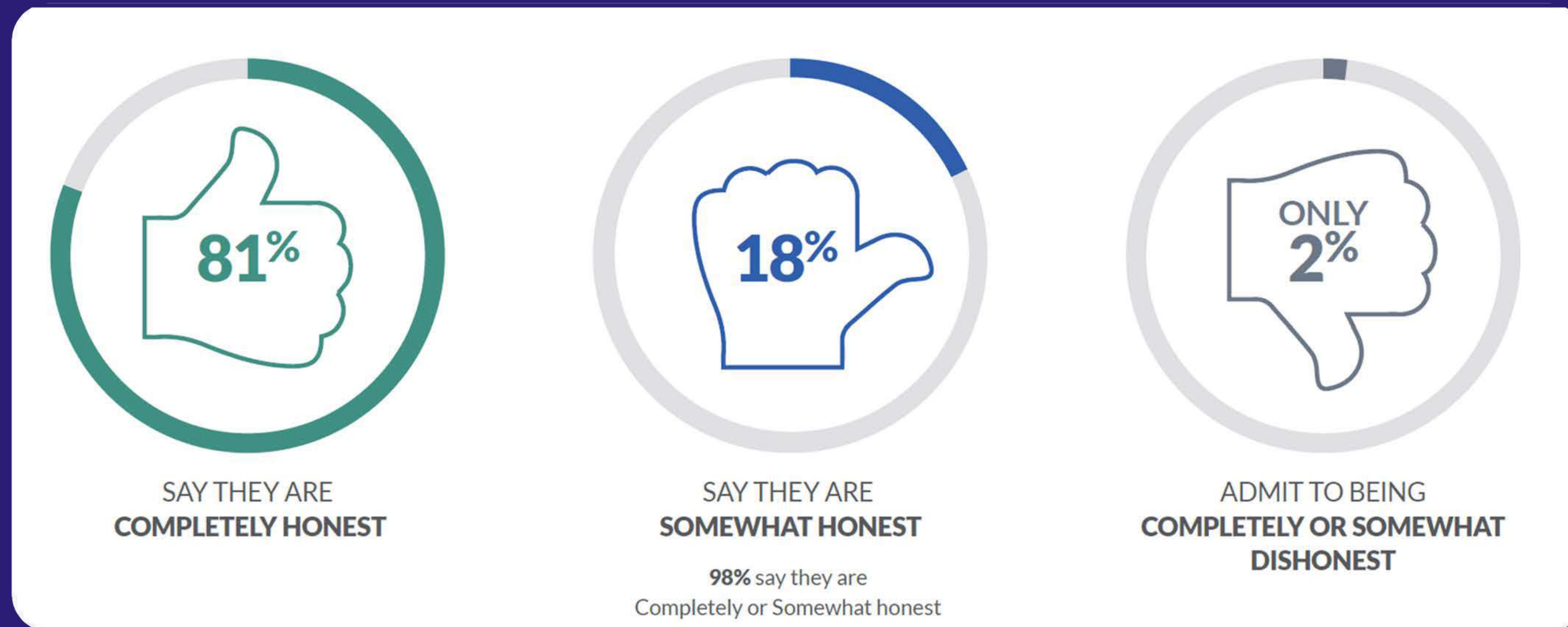


Listen

➔ From Data to Insights

Are you getting the actionable insights that matter?

When taking surveys, how honest are you?



The Explorance Employee Feedback Survey was conducted by Wakefield Research

Get the Full Picture

- Decision-grade insights
- Maximize context
- Minimize bias

Demographic Insights

- Metadata

Behavioral insights

- Physical
- Digital

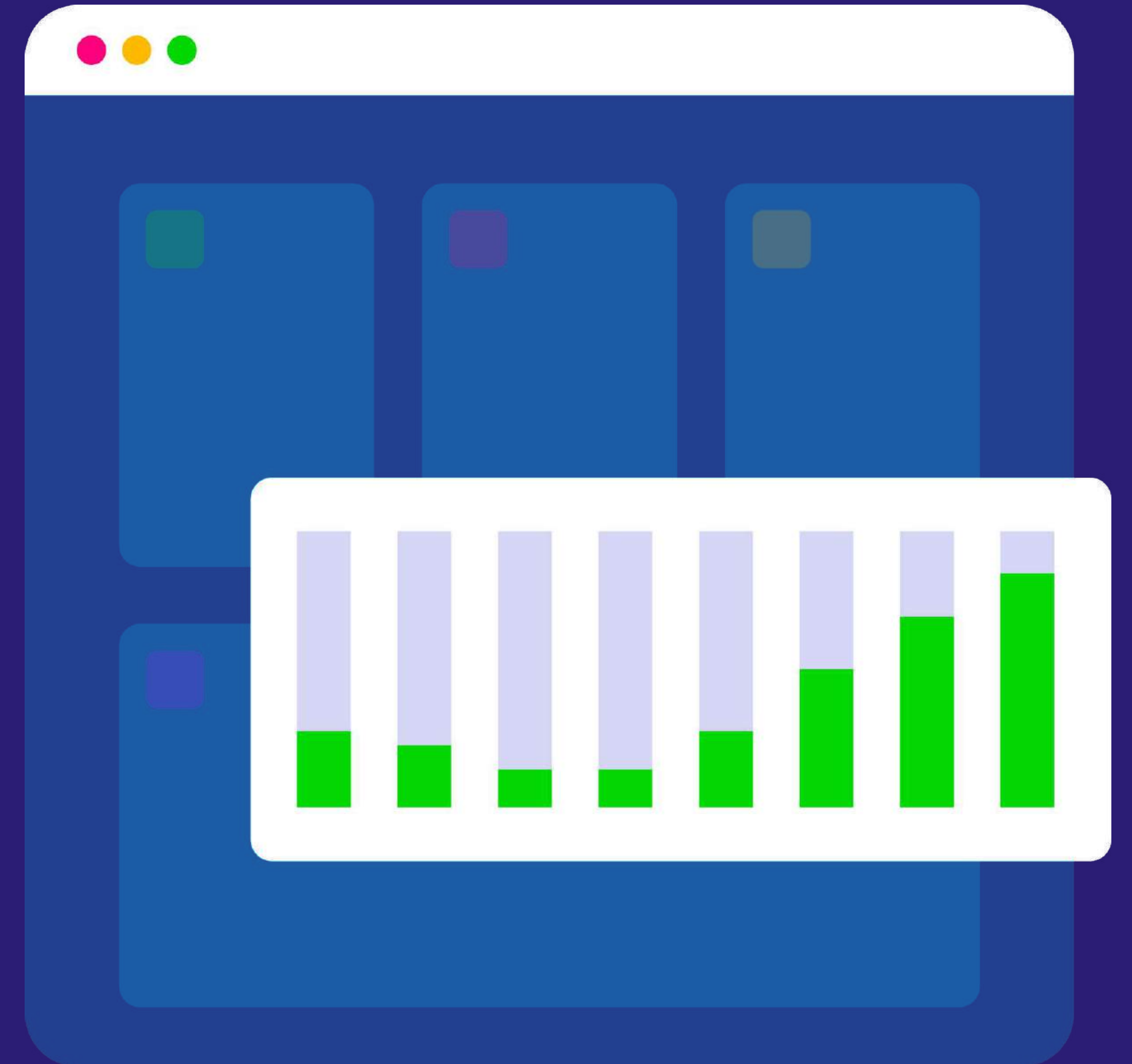
Feedback Insights

- Quantitative
- Qualitative

Act

→ Improving at scale

Are you translating those insights into tangible improvement initiatives?



What's the most appealing part of taking surveys?

52% Say it gives me an opportunity to provide valuable feedback

41% Say my feedback will contribute to meaningful changes

44% Say it makes me feel like my opinion matters

13% Say there is nothing appealing about taking employee surveys

The Explorance Employee Feedback Survey was conducted by Wakefield Research

What are some of the reasons you don't complete surveys?

45% Say I don't see that my feedback really changes anything

28% Say they only see certain results from the survey

43% Say they never see the results from the survey

21% Say they never ask the right questions

The Explorance Employee Feedback Survey was conducted by Wakefield Research

Improvement At Scale

- Insights relevance
- Speed to insight
- Start, Stop, Continue

From broad-based to granular assessment



Institution (core)
Teaching priorities for all courses at University of Toronto, regardless of discipline

Division/ Faculty
Teaching priorities for all courses within a division, regardless of department

Department
Teaching priorities for all courses within a department; specification for type of course

Instructor
Teaching priorities for instructors

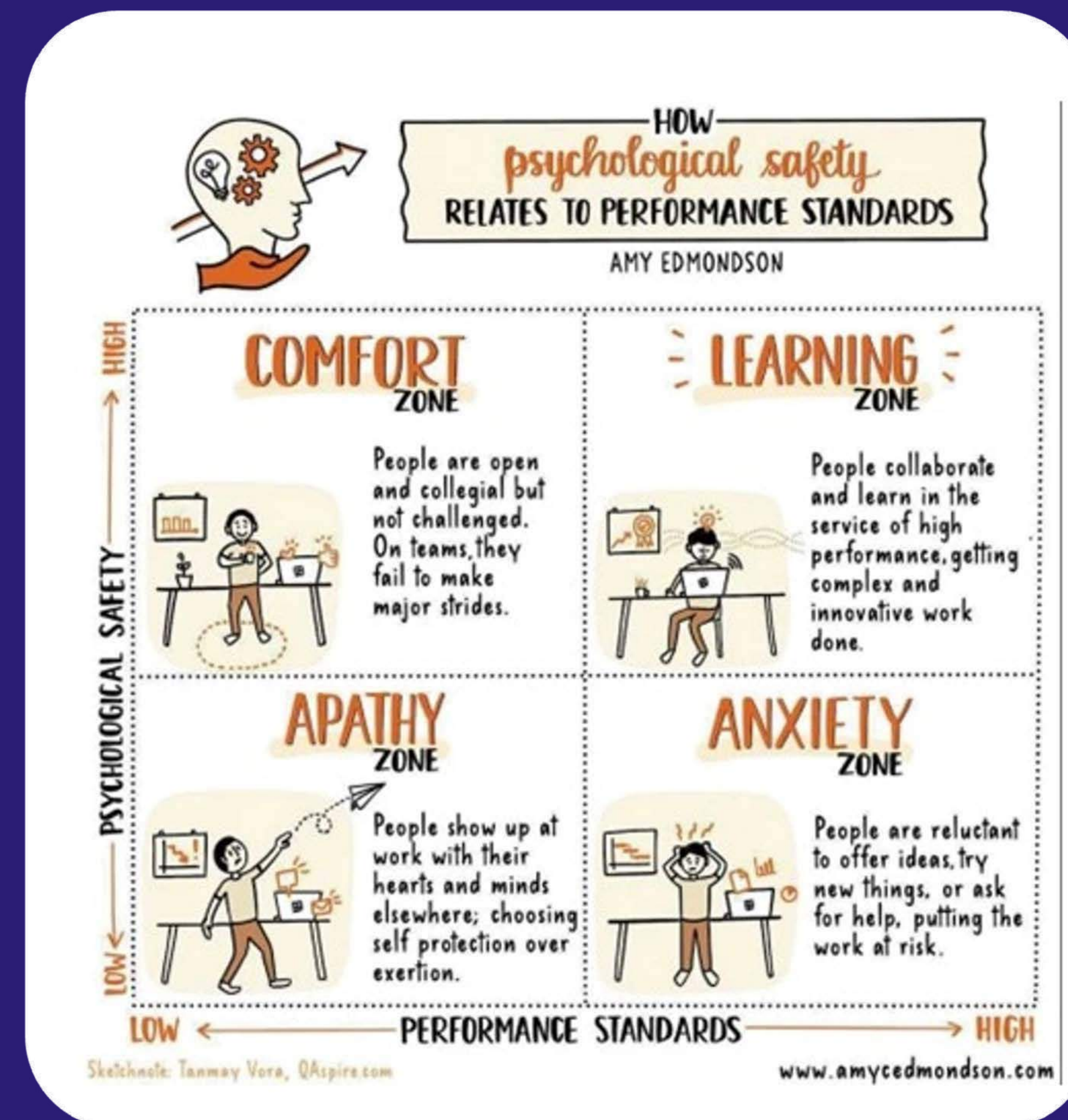
 **Achieve
Organizational
Agility**



Feedback Culture

Psychological Safety

- Giving objective feedback
- Feeling safe to speak up
- Embracing feedback, positive or negative



Feedback Literacy

How to give feedback

10 PRINCIPLES IN GIVING EFFECTIVE FEEDBACK








- **UNDERSTANDABLE**
expressed in a language that people will understand
- **SELECTIVE**
cover 2/3 areas in reasonable detail that the person can actually do something about
- **SPECIFIC**
lose generalisations, feedback must be specific and focused
- **TIMELY**
provided at the moment of need so the person can remember the incident and improve
- **CONTEXTUALISED**
framed with reference to what the intended outcomes should be
- **NON-JUDGEMENTAL**
descriptive rather than evaluative. Focus on the facts
- **BALANCED**
pointing out the positive as well as areas in need of improvement
- **FORWARD LOOKING**
suggesting or pointing to areas of improvement in the future
- **TRANSFERABLE**
focused on outcomes, skills and behaviours that the person can actually do something about
- **NOT-PERSONAL**
don't make it about the person, only on what happened and the outcome


Feedback Literacy

How to receive feedback

GUSTAVO RAZZETTI

THE FIVE R'S OF FEEDBACK

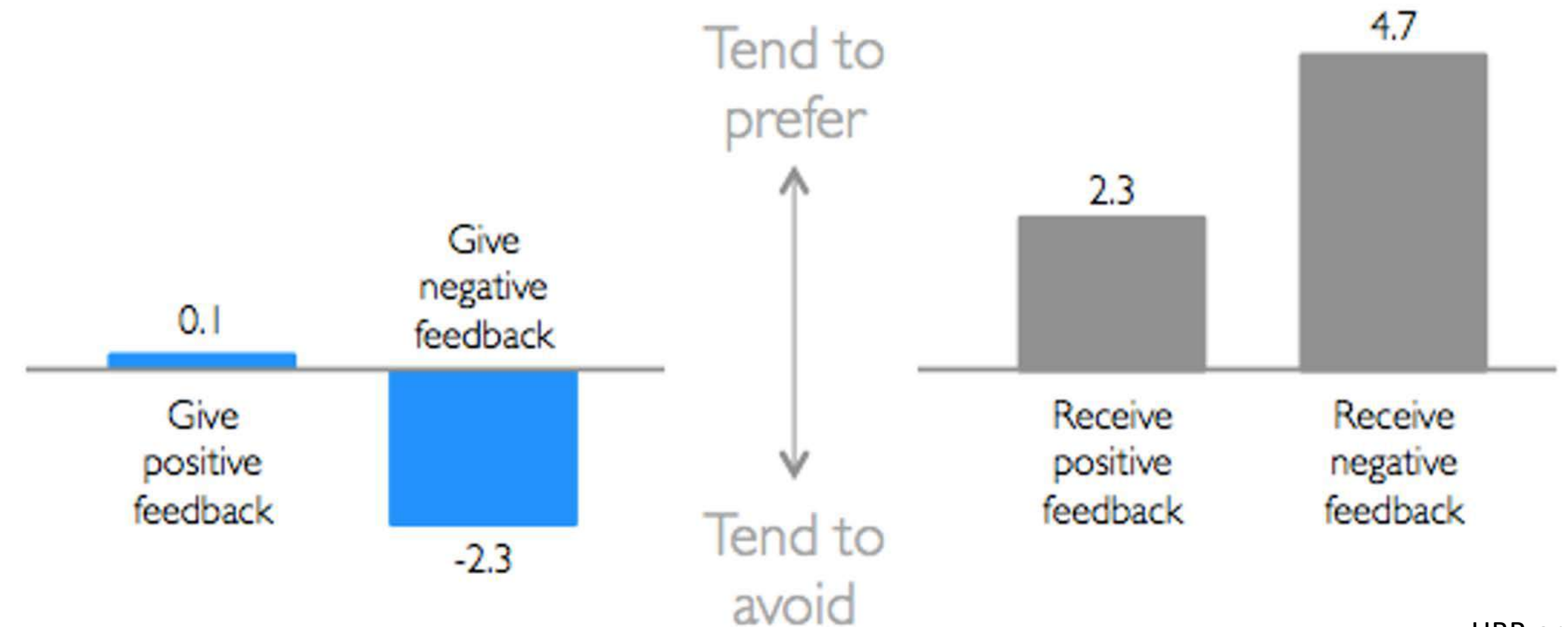
 REQUEST Take the initiative Whom do you need feedback from? What kind of help do you need?	 RECEIVE Actively listen Ask clarifying questions Understand – don't judge or react	 REFLECT Let it simmer Consider relevance and validity Select the feedback you want to use	 RESPOND Close the loop Be thankful and respectful Provide feedback on the feedback	 RESOLVE Make necessary changes Outline concrete steps Share your plan
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www.fearlessculture.design 

Be Brave

Withholding negative feedback is really about protecting yourself (not the recipient)

No one likes to give negative feedback, but everyone wants to hear it



HBR.org

The Future ^{IS} ~~of~~ Feedback

Enabling bold cultures, at Explorance, we fuel organizational success by making feedback a catalyst for growth, impact, and purposeful achievement.



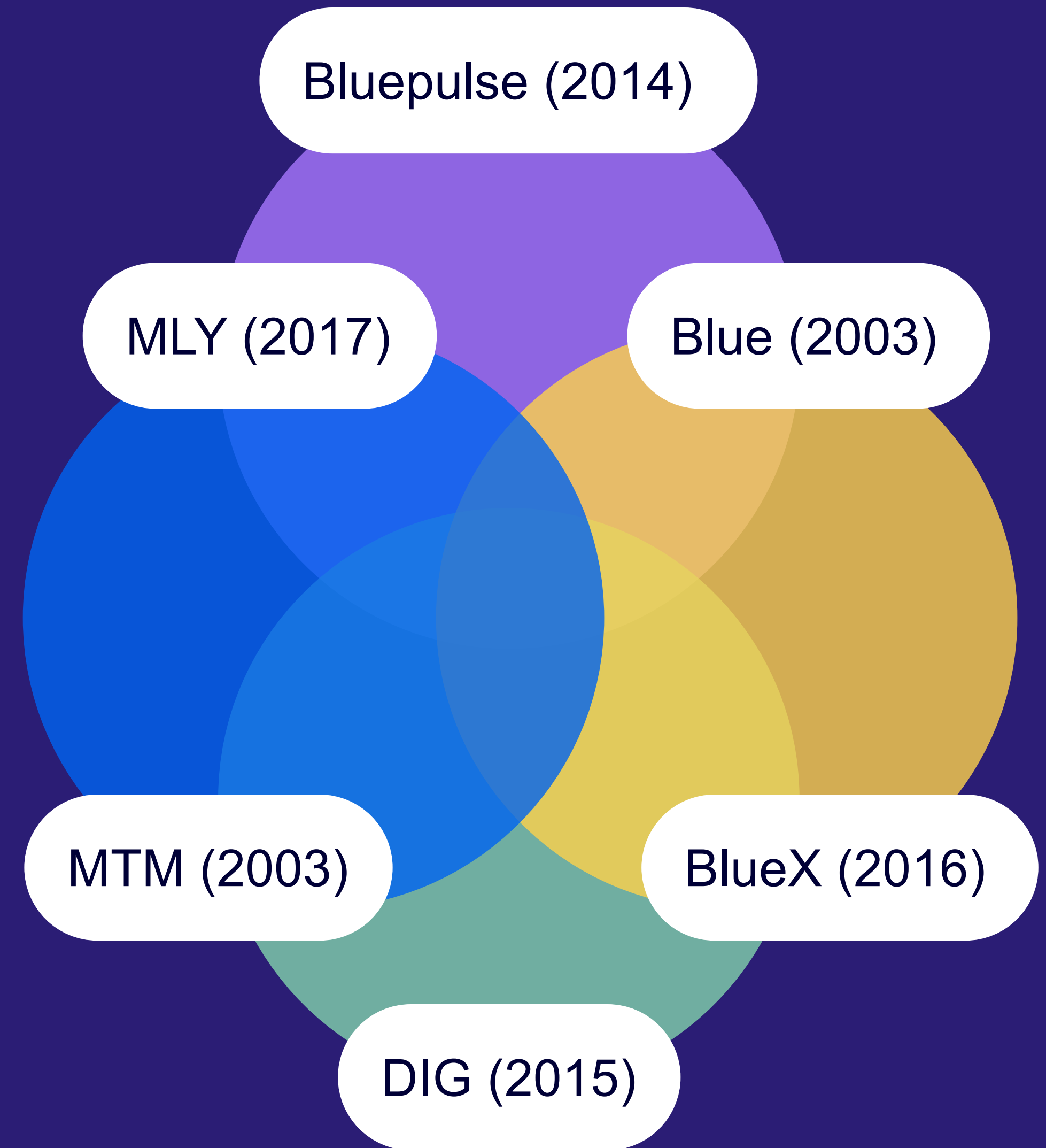
Evolution is Feedback

- Just surveys
- Feedback Management
- Experience Management
- Continuous Listening
...Really continuous asking

From Continuous Listening to Continuous Insights

When They All Come Together

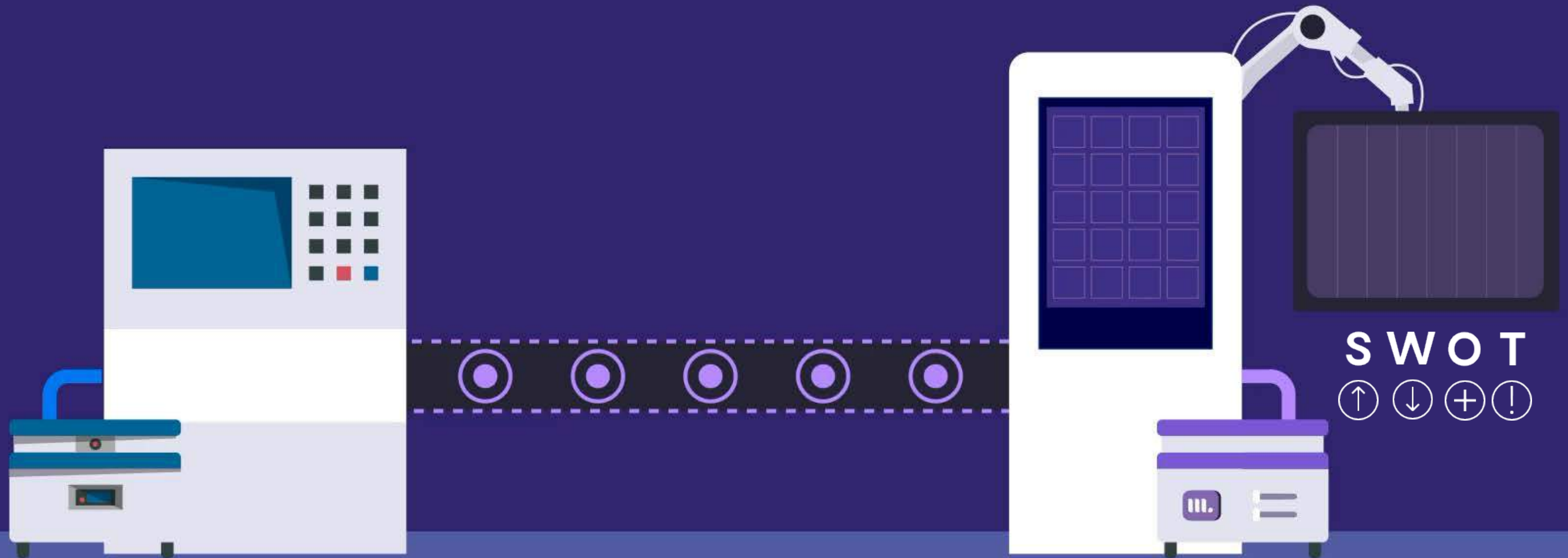
At Explorance, we create innovative technologies that inform and inspire progress in society.



Ask Blue

 Ask me anything about feedback...

Ask Blue



Let's Change the World

One signal,
One voice,
One lesson,
One improvement

at a time

