



Finding the Elephant in the Room

On what to do (and not to do) in obtaining feedback from your internal and external clients

Presenters :

Will Taylor - HumRRO (facilitator)

Charles Keil - US Department of Defense

Eleni Lobene - Aon

Tom Kiger - HumRRO

Jess Robinson - Federal Aviation Administration

Lomy Schaufli - US Customs and Border Protection

July 31, 2018

Background

- Constant feedback in an organization is vital (Pulakos, Hanson, Arad, & Moye, 2015)
- Feedback is related to performance at the individual level (Kluger & DeNisi, 1996)
 - Feedback can also have a negative impact on performance
- Do these findings generalize to client/contractor relationships?
- What can be done to elicit feedback between a client and a contractor and maximize its utility?

Collecting/Providing Informal Feedback



Collecting/Providing Informal Feedback

- What features of a project create an environment conducive to giving feedback to a contractor?
- What are some of the strategies for giving feedback when the contractor is doing substandard (or excellent) work?
 - Do the same strategies apply when a contractor is working with subcontractors?
- What should you do if your client is very poor at providing feedback?
 - What can be established at the beginning of a project to encourage feedback from the client?

Collecting/Providing Formal Feedback



Collecting/Providing Formal Feedback

- What is the optimal client survey length?
- What types of questions are most informative on a client survey?
- How often should you survey your clients (e.g., just at the end of the project, yearly, monthly, etc.)?
- What are the best ways to increase response rates (e.g., who should send email with survey, tips to keep emails from going to the junk inbox, etc.)?

Collecting/Providing Formal Feedback (Cont'd)

- Are there certain questions that must be avoided for legal reasons with certain clients (e.g., clients in the federal government)?
- Who should receive the survey (just the main point of contact, the entire client team, etc.)?

Utilizing Feedback



Utilizing Feedback

- How should feedback from a client be delivered to individual team members and the broader company?
- What do you do when a client's feedback includes asking you to do something outside of scope, unethical, or that is not a best practice?
- Who should be in charge of handling the results of a client survey (that is, a project director or someone external to the project)?
- What actions should be taken as a result of negative feedback? Is it simply a matter of making course corrections in the future or contacting the organization to attempt to set things right?



Additional Questions?



References

- Kluger, A. N., & DeNisi, A. (1996). The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin*, 119(2), 254-284.
- Pulakos, E. D., Hanson, R. M., Arad, S., & Moyer, N. (2015). Performance management can be fixed: An on-the-job experiential learning approach for complex behavior change. *Industrial and Organizational Psychology*, 8, 51–76. doi:10.1017/iop.2014.2