

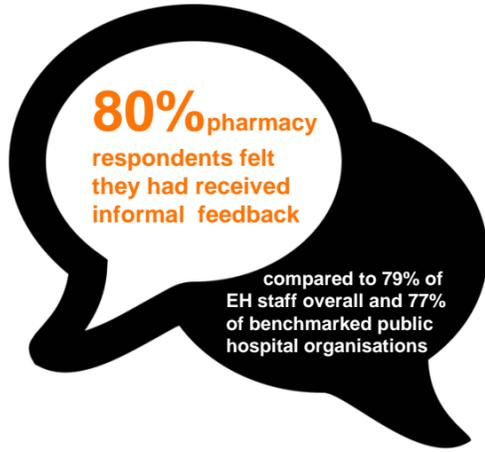
Enhancing a Positive Workplace Culture through Fostering Informal Feedback

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BACKGROUND

Eastern Health (EH) Pharmacy staff participated in the 2018 Victorian public sector employee opinion survey – **the People Matter Survey**. In response to the question 'I have received informal feedback on individual performance'...



Ten focus groups were subsequently conducted with Eastern Health pharmacy staff, which **identified informal feedback as an area of strength to leverage and enhance.**



ACTION

A survey was created and distributed to Pharmacy staff in March 2019 following focus group sessions to explore staff perceptions of informal feedback. Example questions included:

- On average, how often do you receive informal feedback?
- I have received education on how to provide informal feedback
- I feel comfortable providing informal feedback
- I feel comfortable receiving informal feedback

Survey results informed the development of multi-modal education sessions which included discussion with staff regarding their perceptions, didactic and interactive learning and staff completion of a 'how good are you at giving feedback' self-assessment form.

Giving feedback

- ▶ What makes feedback effective?
 - Frequent
 - Interactive
 - Timely
 - Behaviour-specific & balanced
 - Labelled
 - Empathetic

Barriers to effective feedback

- ▶ Generalised feedback
- ▶ Lack of advice on how to improve behaviour
- ▶ A lack of respect for the source of feedback
- ▶ Fear of upsetting colleagues
- ▶ Fear of damaging professional relationships
- ▶ Defensive behaviour/resistance when receiving feedback
- ▶ Physical barriers
- ▶ Personal agendas
- ▶ Lack of confidence

- ▶ Take a few minutes to complete the self-assessment activity
- ▶ Discuss in pairs/small groups
- ▶ What did you learn/value most in completing this activity?
- ▶ Who do you give feedback to?
- ▶ How often do you give feedback?
- ▶ How often do you ask for feedback?
- ▶ What makes people feel uncomfortable about giving/receiving feedback?
- ▶ What are some challenges?

DESCRIPTION

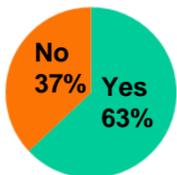
Informal feedback is an unplanned process of ongoing, 'in-the-moment' development advice provided outside a formal feedback process.^{1,2} Examples include encouragement, acknowledgement or constructive advice from managers, team leaders, peers, juniors or students.



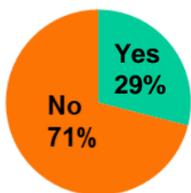
EVALUATION

59 staff members (55%) responded to the survey on perceptions of informal feedback (68% pharmacists/interns, 32% other pharmacy workforce). Education sessions were attended by 37 staff (35%). The survey was conducted two weeks post workshops with 31 (29%) staff respondents.

I have received informal feedback on my individual performance (n=59)



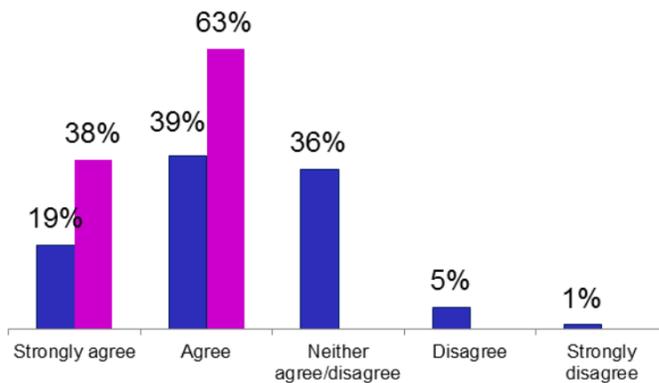
I have received education on how to provide informal feedback to others (n=59)



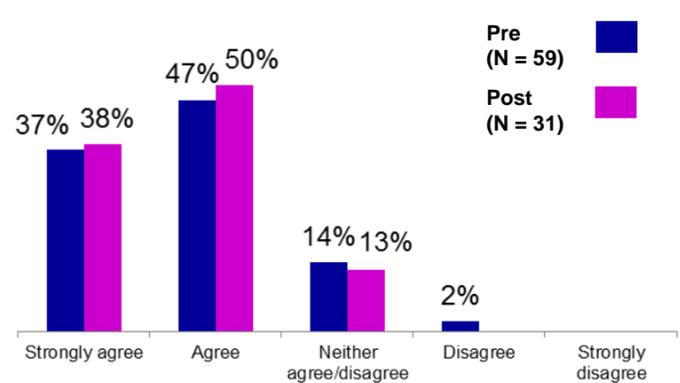
On average, how often do you receive informal feedback? (n=59)



I feel comfortable providing informal feedback



I feel comfortable receiving informal feedback



The education session workshop discussions revealed that informal feedback is received more often than perceived and not just used for constructive feedback. Post-workshop evaluations included the following reflections from Pharmacy staff...

IMPLICATIONS

Pharmacy focus groups identified a need to increase awareness and understanding of informal feedback. Improved understanding increases staff insight and engagement with the process. Informal feedback education sessions will be conducted annually across the organisation to maintain a positive feedback culture.



References

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