Q2 EFFECTIVE FEEDBACK

<Internals\\PAF12> - § 1 reference coded [18.50% Coverage]

Reference 1 - 18.50% Coverage

Q2: Effective feedback

Lead interviewer

so thinking of the time that you gave effective feedback can you describe a situation like that for us

PAF12

[effective – receiver]

I can give you an example of when I received effective feedback because I just remembered one. I switched from a more technical position to a more.. to this position very much. there was a situation in where a team was trying to make a decision they were fire fighting but not only that they were also having disagreements with another company and pretty much the technical team were having a situation that they needed to manage and I used to work with that team so when they reached out I helped them. and then we had a meeting with the people at the level I am working with to figure out what to do and I mean the meeting went well but after that one of these persons he called me first he asked me if I was upset with him because he overruled one of my ideas and I said I was not I mean I understood why he was doing it. but his point which is why it was most effective feedback I ever got in this transition was that what I did was good given what I had been doing before for that team but in the new role I cannot just sit down and work with them I had to let them fail if that's what it takes I have to just give them the high-level feedback and ask the hard questions and pretty much teach them how to work but not sit down with them and I am pretty good at doing that as well but in this case it was I realised that it was also a little bit about my feelings I realise they were really getting into a failure if I did not jump in but it was not really my role anymore so I had to learn that and that was probably very effective the way he said it. because first of all I respect him which is partly why I think it was effective and second of all he pointed out what I did right and what I did wrong and why it matters in this case.

Lead interviewer

so he gave you concrete examples of how you should behave or act in the specific situation

PAF12

not concrete examples it's more like or pretty much reminding me that in my new position I have to think of the big picture and do not get too involved in small details with this people.

Lead interviewer

so he gave you very specific advice

PAF12

yes in this case he was yes I would say

Lead interviewer

how long ago was this approximately

PAF12

it was probably 6 months ago perhaps

Lead interviewer

and this was in your previous job was it

PAF12

it was in a transition period

Lead interviewer

So were you adhering to this team at the time, did you belong to this team at that time or did you just come back for this one instance.

PAF12

no the point is that I am pretty much representing the person who is in charge of the discipline of geophysics so pretty much anything that has to do with geophysics is my problem which is a lot. this was a particular situation that actually it was quite difficult to navigate and it took us a few weeks to figure out. it was a particular situation with a team that I used to work with before, that is why I said that that feelings had something to do with it because I knew it was not their choice to be in that situation they have been doing a very good job but they were in this situation or they were put in a bad situation and it was a conflict between different persons and different companies and it was not really their fault and I felt for them and that is the reason I came in and said ok and I have a tendency when I see that nobody in that room will be able to solve something fast I will just do it. but the transition was exactly that that yes I can do it but I cannot keep doing that and still focus on the whole discipline so I have to let them do it and maybe even let them fail sometimes. so it didn't feel that good (laughing) because it hard because I don't want them to fail they are good people so (laughing)

Note taker

so you came in with a fix

PAF12

Yes

Note taker

If you had taken a hands off approach do you actually feel now that they would have actually got there in the end or do you feel that they would have actually failed and have to try again.

PAF12

not in that time because they only had when they came to me it was two days before we had to sign and I mean the situation is that I am one of the persons who had been working on that technology for a long time there is a certain technology there were seven technologies included in this situation but everything was being handled by the group and there has been negotiations and discussions like two or three months before that time and I overheard what was going on but then an external company came and added this technology where very few people have experience and I have been handling that technology for 2-3 years both in research and in operations let's call it that way so when they came in with that I was one that could steer it to a way that it mattered to us and if I was to teach them or figure out who was to take over this in the team there was none of them that had the experience in this so that's why my first impulse was ok we have two days to take this decision all these people had been

working for months and now this comes as an extra last minute and I just felt that I had to be a help. the solution in the end was a combination between me helping and the more high level decision so it was not exactly black and white but yes that's exactly what it was. it's very complex it was maybe not the best example (laughing).

Lead interviewer

no I think it was a good example, the feedback you got not steering them the entire way or letting them fail was that something you got after the situation had occurred or was it in the middle of it.

PAF12

we had two days to solve a problem so it was at the end of the first day pretty much

Lead interviewer

so you could take that feedback on board and use it the next day

PAF12

yes pretty much. so at the end of the day we had to make some compromises but the final solution was in a sense the combination of the two decisions by going in to try to figure out how to change things from the inside and from this other high level position. we needed to finish this somehow and we had to agree to something. at the end of the day as I said, we had to because it was such a big complex thing that even if we were supposed to sign in 2 days we ended up signing in two weeks. at the end it got solved somehow but in a sense it gave me and I told that to this person that when I came in I knew we had very little time and I couldn't just ask them to do it because it was about asking people to learn something new but I also understood where he was coming from so I took it and I actually called him later to say that it really, for me it was very important because as I said I had had several different roles but usually it's my own Kingdom it's like I used to be project manager or having my own technology and I can use people from all kinds of different departments as long as I have my own people and I'm used to having or setting the rules. I am the person in charge and I am the person in the end of the day who will be blamed or not and my team are also in charge of their own part but at the end of the day I will protect them. and in this case I was in charge of a discipline it was not of a project so it was very important for me that he said that because it makes me think after that when I'm facing a situation what kind of role I really should have but also I still don't forget my skills so if I see that there is no skills then I tried to prevent it and ok sit down with someone and go through all the materials and then deal with extra work of letting someone else do the things that I could have done. it will take longer time and I am very impatient but that is not my job anymore so I have to just let it go and as I said his words were very important and I actually called him to say that.

Lead interviewer

so you have been able to use that advise later on

PAF12

yes exactly yes

<Internals\\PCM4> - § 1 reference coded [5.96% Coverage]

Reference 1 - 5.96% Coverage

Lead interviewer

And then, thinking of a time when you gave effective feedback, can you describe this situation in as much detail as possible?

PCM4

Effective feedback… Yes, I can give a situation, it's not that long ago, so it's in the current workplace, it was during… Not generally for a specific incident, but was a part of the performance appraisal, it was a yearly feedback session. So I was doing it for a number of people, but the one I did it for which I think was the most effective was for one person in the group who would… That I felt needed a bit of assistance with an issue. So the feedback I gave was that the person wasn't being respected by the people reporting directly to her functionally, and needed to address it. And needed to, in a way that wasn't micromanaging them but moving away from that and allow people more trust, empower them more, and not be sitting over them, which was the feedback I was getting from the people working for her. So we got along to talk about that, and we agreed that we would change the way she followed up on people, how she did it on a weekly basis and she would move away from the detail lists and allow them to be more empowered in their functions. And it was causing a lot of stress in the group, it caused a divide such that they were both set for coming to me individually, not together, we've now brought that together again. So I'd say that was an effective session of feedback that I had with her.

<Internals\\PBM14> - § 1 reference coded [18.54% Coverage]

Reference 1 - 18.54% Coverage

Q2: Effective feedback

Lead interviewer

do you have an example of a positive feedback experience

PBM14

[effective – receiver]

in fact I have. because I'm not the type that people give, I don't know if they feel kind of intimidated by me, but I have got some positive feedback and of course that's good. that I took the challenge and executed as expected and more in fact took risk. so that I got feedback but a couple of years after the incident really.

Lead interviewer

you got the feedback about a situation a few years after, what was that situation about

PBM14

it was not really a situation it was making a new portal for the merged company. I took a lot of risk when we were making this new portal, kind of not from any of the two merged companies, completely new. so ok I got general feedback it was good nice and so forth, lot of critics of course because every time you change something. but afterwards in fact a couple of years afterwards I got some feedback on the reason that I didn't get fired on the first round was my job with the portal. really which I mean really… feedback as I kind of identified as feedback, real feedback so to speak.

Note taker

and was that from your line leader

PBM14

yes that was from my line leader, but the feedback wasn't from her but it was from her line leader.

Lead interviewer

so she conveyed this information to you during your annual performance appraisal

PBM14

no no at the coffee machine

Lead interviewer

just sort of by the way, this thing that you did you did a really good job

PBM14

yes

Lead interviewer

this was a few years after did you ever seek out any feedback about your performance during that time to the other people that were involved in the project or did you get the impression that you actually did a good job during that time.

PBM14

yes I got the impression that I did a good job yes

Lead interviewer

you got instant sort of feedback during it

PBM14

yes I did that so yes

Lead interviewer

talking about the performance appraisals at DnV-GL how often do you have one of those

PBM14

yearly no no this MIP it's actually twice a year in fact

Lead interviewer

and do you feel that they are valuable use of your time

PBM14

not really, not if you follow what these appraisals should be the last one has been.. the last one was more constructive I think because when we are in a way that has been a meeting with my manager and I exchange information and not a formal MIP. so for me that has been better and then of course we do the paperwork but we don't really put too much effort in.

Lead interviewer

your line manager doesn't work directly with you

PBM14

no no no she is in Hamburg

Lead interviewer

so how do you communicate is that via email primarily or Skype or do you fly down to Hamburg

PBM14

we had some Skype meetings and sometimes she is here

Lead interviewer

and when you communicate is that primarily about her function as your leader, so she is communicating things about your performance or whatever decisions you're taking on projects and so on. What is your communication mainly about

PBM14

I think it is more general social stuff. Of course we talk what we discussed really sometimes, work-related, is more or less what do you want to achieve. so, yes that is really what we discuss - my work, what I do we don't really discuss. Except I tell her what I learned as a lot of new stuff, but not really and she follows up the number of hours, that I work that she does.

Lead interviewer

her primary source of information about the job you're doing is you

PBM14

yes as far as I know (laughing)

Lead interviewer

so you're not aware of any communications between her and your project manager or anything like that

PBM14

sorry I didn't catch it

Lead interviewer

so you're not aware of any communication between her and whoever you're working with at the time

PBM14

no

Lead interviewer

when you go into this performance appraisal, the MIP meeting, what kind of expectations do you have

PBM14

I don't really have any expectations. I see it more as a meeting place where we in a way we have this talk as to what we want what she wants from me and what I want from her so to speak. and what I want from, my… what do you call it, I cannot call it career exactly, but what I would like to work with

Note taker

so developmental

PBM14

yes, so that is the kind of, that is the expectation I have it's kind of meeting place in a way where we have focus on that only, yeh, but I don't have any expectations really because I know that she can't do anything anyway.

<Internals\\Balint> - § 1 reference coded [7.28% Coverage]

Reference 1 - 7.28% Coverage

Q2: Effective feedback

Note taker

can you think of a time when you experienced effective feedback and then describe that time to us in as much detail as possible?

PBM3

 effective feedback as in when I received some kind of feedback from someone

Note taker

some kind of feedback that you felt was effective

PBM3

[effective – receiver]

oh my god that's a really good question, I had a really good boss at my first job he was really thorough and even though he didn't have the overview as it turned out in the end, but he really had his head in the right place. in the beginning I was quite naive and of course new workplace and people and I was trying to give a 100% I was trying to make everything perfect and he had a meeting with me and told me that I don't have to. That sometimes we have to be okay with 85% and that is okay. he made me accept this by explaining that everybody else has this kind of problem, and that I was not to feel like I was not doing a good enough if I didn't do on 100%. which made me feel better about myself first of all, and also help me to concentrate on the things that need to be taken care of. that is something I can't recall.

Note taker

how long ago was this

PBM3

approximately, it was a long time ago, approximately 11 years

Note taker

and do you feel that that is effective still today?

PBM3

Yes definitely and I've also built around it when I do my job I prioritize I also use this I sometimes have to say that's all I can do and it's good enough

<Internals\\PAF6> - § 1 reference coded [6.56% Coverage]

Q2: Effective feedback

Lead interviewer

so we're thinking of a time that you received effective feedback can you describe this incident in as much detail as possible?

PAF6

[effective – receiver]

effective feedback, yeh, erm, it depends on what aspect you are really interested in. I'm a more technical science person and we get feedback on our technical stuff all the time like you know "you need to adjust this this way" there is also the more personal things like feedback about "maybe you are a little too open" things like that what are you looking for?

Note taker

really what you perceive as effective, if you feel one is more effective than the other or vice versa it's really all to do with your perception of effective feedback

PAF6

I think I take, personally I take all feedback in and I evaluate it. So you want an example of feedback that I got that had an effect. So I think personality wise I'm quite chatty and I guess this case about being too open - like I say a lot, I think sometimes when I did get this feedback it was like "wow I say a lot" - in a multicultural environment I realise that sometimes you just need to reduce... I now try to reduce what I say by about 50%. So that I am just addressing the key points and then it becomes really clear without a lot of noise around it, so that was a very effective feedback I think. Because it both related to my personality which is my natural tendencies to say too much, how effectively that is received by the other side and by filtering what I say, I'm then and more effective communicator.

Lead interviewer

so was this feedback that you got during a performance appraisal or did your boss come to you, or what was the context around it?

PAF6

I have got it both from my boss and during an evaluation from peers. We have this system for you to get rated by your peers on values. But too open was funny because I'm like "that's one of our values".

Q2: Effective feedback

PAM2

It's a – it's ongoing. It's a problem that we have in the project, yes. Uhm… Some of the project leaders are better at being a buffer for changes. Especially an, uhm… A Canadian project – that

project leader is very good at saying no, you're doing this. He's also… /very receptive for us saying that enough is enough, we can't do this. He's good at stopping things at that point. Others keep saying that it has to be done by tomorrow. We have to look at this. Even if…. Yeah, as I said, it can feel like a waste of time sometimes.

Lead interviewer

I think you have actually described – if not *a* specific situation, then at least a specific reoccurring incident involving say for instance two different people. This one, who says no, we gotta do this by tomorrow, we gotta finish this all, and the other one who says okay, I'll take your input for it, let's wait a little bit and let's do it this way… So if you can just use the two of them, do you agree [to Note taker]?

Q2: Effective feedback

Note taker

Well, if you can… Could you also describe an incident of effective feedback? A time when you had feedback that you thought, this is effective?

PAM2

/What do you really mean, or what do you attribute to…? Well, as I said – from my side, in this one project, the management of the project has been very clear on what needs to be done and what shouldn't be done, and they have managed to stop "what if" studies. And it seems to me that they have gotten better lately. It might be that we gotten a kind of «lean» way of thinking, and… Or, well, I say that, but I've just seen through a project where we look at seven different cases that have almost no differences; we could really have told them from the beginning that we don't need to look at this, it costs more or less and – often, the errors within the estimate bigger than the differences of the different cases.

Note taker

So then if we can use the ineffective as these seven different cases that you've been asked to look at, with this kind of format in them, and the effective maybe with the Canadian project manager?

<Internals\\PBM10> - § 1 reference coded [4.86% Coverage]

Reference 1 - 4.86% Coverage

Q2: Effective feedback

Lead interviewer

can you think of a time when you received effective feedback and describe the situation as much detail as possible please

PBM10

[effective – receiver]

yes sometimes I do something wrong I normally receive feedback right away and when I do something right or do according to expectations you normally don't receive feedback.

Lead interviewer

do you have an example of a specific incident that this has happened just any normal situation that you can describe to us

PBM10

yes this could be very precise when I remove some data which was used by others what happened a few years ago and I was told you should not remove the data.

Lead interviewer

that was in an immediate response from your supervisor

PBM10

it was not from supervisor, but from my colleagues who were using the same data I thought it was only for my use

Lead interviewer

how long ago was this approximately

PBM10

it was around 3 years ago

Lead interviewer

and how did they tell you this did they just sort of walk up to you, and say "don't do this" and then walk away again

PBM10

it was more like wow who has removed these files and they indicated that the files that were removed and it was me and we just discuss the ownership of the files and who should be allowed to do what with the files. It wasn't a big crisis because these files are not files that could not be restored or reproduced so it was just an extra job to create these files again.

<Internals\\PBM9> - § 2 references coded [13.95% Coverage]

Reference 1 - 8.55% Coverage

Q2: Effective feedback
Note taker

So then I'd like to ask you to think of a time when you received effective feedback, and describe in as much detail as possible what that was like.

PBM9

Effective feedback?

Note taker

Yes.

PBM9

Well I got praised the other day.

Note taker

And how was that, was it under a formal meeting, or…?

PBM9

No, it was under a work meeting. I had done some work and presented it and then I got praised.

Note taker

Was it sort of they praised your performance, or how you did it, or…?

PBM9

Oh it was the result.

Note taker

And can you give us some details about that? You don't have to tell us in detail about the presentation, but what sort of was the setting…?

PBM9

The setting was that we were going to go through something with some consultants, and then I had prepared lots of stuff, and the other team members hadn't understood before that I had done lots of work, and they found out during that meeting, and then they said wow.

Note taker

So the praise came from peers or superiors?

PBM9

Peers.

Note taker

Do you feel that's there's any difference in the setting, or… any difference between when you get praise from your supervisor or your peers or subordinates for that matter, is there any other feelings, how you felt?

PBM9

I don't have a very concrete relationship with my superiors, I don't think. I have a boss sitting in another department that I never worked for or with. So then we meet once a year and he collects what he has heard from others, which is absolutely meaningless, and then there is the people I work with.

Note taker

So there's feedback from the people you work with, your peers?

PBM9

Yes, peers. And then there is this formal whatever it's called – MIP?

Lead interviewer

Performance appraisal.

PBM9

Yes, performance appraisal when you don't work with your boss is absolutely meaningless. He doesn't know me, and he doesn't know what I do, he doesn't – I've never worked with him.

Note taker

And does he actually gather from people who do work with you, etc., so that there is some concrete information?

PBM9

Sometimes, yes. I've asked him to.

Note taker

And like the praise that you received from this one, would you then convey that to him so that that's also there, or would you depend on other people to pass that information on to him?

PBM9

No I depend on other people.

Note taker

You do… So the chances are that by the end of the year, that might be forgotten about?

PBM9

Yeah.

Note taker

The praise that you spoke about that you received for the performance you'd done and the work you'd done, was that sort of basic work that helped the whole team, was it?

PBM9

Yeah, yeah.

Note taker

How long ago was that?

PBM9

Two days ago. That's why I remember.

Reference 2 - 5.40% Coverage

Q2: Effective feedback

PBM9

Yes, I lost my temper, which I occasionally do. And then… I'm trying to think about what was the problem. Because sometimes it's not the problem, sometimes they say oh I'm relieved that somebody is saying that this is bad. Yeah! The problem was that I lost my temper and there was a consultant from not Company B there, and I spoke badly of one in Company B, and for that I was corrected, and I agree, it wasn't nicely done.

Note taker

So then when you felt that, that was completely taken onboard because you actually agreed with the feedback?

PBM9

Yes, and I always feel ashamed when I lose my temper, I don't like it, but… Sometimes I do.

Note taker

But although it was negative feedback, as you've described, you felt it was fair, as if –

PBM9

Yes, he was right, I was wrong.

Note taker

So it's not a… You didn't go out feeling uncomfortable?

PBM9

No.

Lead interviewer

What was the situation after the meeting, was it someone who'd been present who came up to you and said hey, I don't think this was very nicely done –

PBM9

Yeah, it was afterwards, at the coffee machine.

Lead interviewer

And was that a colleague, or…?

PBM9

No, that was the project manager.

Note taker

So he took it immediately and – yeah. But not formally, if it was at the coffee machine?

PBM9

No, I don't think he made a complaint, no. Maybe if he did it disappeared into the mysterious HR processes, so we have seven complaints or… No, I think he would have told me. Then he would have to give a warning…

Note taker

And I think you would have to know.

PBM9

Yes, they can't make it and not – and that I trust. That they will tell me.

Note taker

I think it has to be transparent and you have to be involved.

PBM9

I hope so.

<Internals\\PAM7> - § 2 references coded [21.70% Coverage]

Reference 1 - 11.85% Coverage

Q2: Effective feedback

Lead interviewer

how would you contrast that with an effective feedback session?

PAM7

[effective – receiver]

let me look at my notes.so effective is... well when I get an effective feedback, when I sort of know it myself. That this is a good point it becomes very strong in a way. So for instance in my case, I know my communication style is quite compact if you like, and I can receive feedback that I, "you have to use more words you have to explain better why you argue for this or that" then I think it's a very effective feedback because I recognise that this is a good point, and I understand that the person has something to offer.

Lead interviewer

So it is relevant and concrete

PAM7

Relevant

Lead interviewer

And when you are giving feedback and you want it to be effective what sort of steps do you take to make sure the feedback you are giving becomes effective.

PAM7

It's to tie it to specific cases. Again, its um also the timing immediately after events to see it. I mean you are researching into it so you will probably be aware that this is one of the essentials. To do it immediately after the good performance if you like or when it needs to be adjusted in a way. It is a lot easier, the way that I see it, to give feedback on the delivery part, Note taker is aware of that in this company we talked about delivery and behaviour dimensions, it is a lot easier to talk about the delivery part and a bit more challenging to talk about the behavioural aspect in terms of feedback.

Note taker

I think it is potentially... it's not just the personal... it's easier to change the delivery than the personal and if you're aware of that in itself it can make it uncomfortable to say we need to look at your behaviour.

PAM7

and again as I say, to me, it is very valuable to get feedback on the behaviour because I know less about that I think a lot of people know when they have done an excellent performance in the form of a delivery but to get a feedback on how you are perceived by others.

Lead interviewer

it's challenging but important

PAM7

exactly both in terms of receiving and giving. I tend to send people an SMS directly after the performance because then we will also see that you are thinking about this outside the event so that is one thing I use to make it stronger

Note taker

would you use that format for both behavioural and delivery?

PAM7

probably not, and behaviour not that much then it would be quite a general statement on behaviour and probably not if it was feedback addressing some issues that needed some improvement. it would be more in the direction of saying "this was excellent" or "the way that you did this meeting was very good".

Lead interviewer

so you would rather do the any negative feedback face to face

PAM7

yes because then you would need to see all the details facial expressions and body language items.

Lead interviewer

if you had something you had to address with someone would you set up a formal meeting, sort of "we're booking this room at that in that time, come in and I will give you an evaluation", or would you just sort of say "hey do you have five minutes let's have a chat?"

PAM7

yes that's a good point, if you set up a long time before you create a lot of stress I think because you have to say something about what this is about so usually the latter [let's have a chat] unless it is something on the formal side, on the very formal side, where you need to document things and bring in other people.

Lead interviewer

So in a yearly performance appraisal?

PAM7

or if you have special issues you need to deal with

Reference 2 - 9.85% Coverage

Q2: Effective feedback

Lead interviewer

do you have a similar incident that you can recall on effective feedback? I see some of them but hopefully they will be very different, a memory that sort of stuck out to you, that this is a good session feedback.

PAM7

I think the best feedbacks I have received will be on the behaviour side.

Lead interviewer

was there one specific case where the delivery was good and the content was good. Where there was a specific incident where you had communication with one person where you said the two of us had a good meeting or a good interaction at a communication level.

PAM7

Yes sometimes when you work in a team you get some very strong feedback from some of the people reporting to you and people are quite different there but some people are at least sometimes you get "you are the best leader I have had" and that is a strong feedback extremely positive it's a positive circle in a way and not many dare to say that. That is one thing I try to remember in my position as well to try and remember and give that feedback to my leader because it is very often when you talk about feedback you talk about talking to your subordinates but to me it is equally important the other way.

Note taker

and when you get that would you start probing "why you think that" or is it something you just take on the board and then continue with the feedback?

PAM7

an easy probing. very light because I think for many people it can be intimidating to give that because so few do it but I can typically try to ask "in what way" just to get some headlines but I would not probe very deep

Lead interviewer

so you've gotten this feedback before can you just think of one person who has given you this feedback. one person who has said that you are the best leader I've had

PAM7

yes you were thinking about...

Note taker

we're just thinking if you could think of that specific incident then we can ask details about that incident so if you have it in your head then Lead interviewer can ask questions about that incident

PAM7

OK

Lead interviewer

Is this just sort of unofficial meeting where you just met in the hallway or was it a meeting at lunch or was it in relation to a specific task or job.

PAM7

this can typically be in a discussion like the yearly dialogue or something like that when you go through the deliveries then I usually ask, try to be inclusive, and ask people do you have any feedback to me or the things I should be thinking off and then a comment like that can come as part of the feedback to me.

Lead interviewer

So this is typically during a yearly appraisal, where on paper where you are usually the one who should provide the feedback as the supervisor, but you use it as a dialogue.

PAM7

I try to invite comments, yes, because I would like to get their views, again I sense this huge difference of how people use this opportunity, if I can call it an opportunity, some people use it like that and some people say nothing there is a lot of variation.

Q2: Effective feedback

Lead interviewer

Can you describe a situation where you received effective feedback in as much detail as possible.

PBF16

[effective – receiver]

Yes, I think effective feedback is constructive, if there is something to work on you should be given specific details. About a year and a half ago I had my MIP or at least a feedback session with my project manager. We had had a stable project and I felt loyalty towards the project and project manager. It was a project which I had to learn a new application, a more financial application rather than production application. She very much appreciated how I documented the project and cases I worked on. I also had contributed positively to the working atmosphere and she generally gave me a rating of 5. Unfortunately when I had my official MIP with my line manager I received a rating of 3. My line manager generally approves timesheets and stuff like that and is not involved in my everyday work [see below for recap by participant]

Lead interviewer

Did you challenge your line manager

PBF16

Yes I did question why but didn't really get a proper explanation.

[more written notes not taken – more information on effective feedback further down from recording]

Q2: Effective feedback

Note taker

I would like to try and get a summary of the effective feedback again as I do feel we don't have that on the tape recorder and my notes are really scant as I didn't think I need to use them to do the transcript can I ask you again to recap a little bit about the effective feedback, that was when you said you've got constructive and really good feedback because you prefer if there was some negative but that tends not to happen but what you did get you felt it was effective. Can you maybe just recap a little please

PBF16

Yes, I felt it was detailed enough that it kind of gives me a feeling for what they were happy about for instance documenting the project and the cases I was working on well and working well with my colleagues and bringing some, you know, positivity into the group and stuff like that.

so it was both performance and behaviour

PBF16

yes. and also information that I was able to learn the application quite fast and kind of change setting from the system I used to work on to a totally different in the finance world but that was quite a new big gap between those applications but still that I was able to attain a lot of the knowledge and quite fast to start working within the application. so I think that it was detailed enough that they can I give you good feel for what things mattered especially in documenting it makes sense to document what you do again because they like that level that your at you know, maybe not too detailed but still enough so that other people understand what you've done so I felt it was good constructive feedback.

Note taker

it's interesting that you say that you don't enjoy change although obviously in this particular situation the change was very positive because you took it on board and you learned quickly and you embraced it.

PBF16

plus I think at this time with the company it is good to work with a project where you your knowledge is needed and also I can bring with me my knowledge of the production systems and this is the financial system taking or getting the payment for the jobs being done in the production system and then to kind of understand the whole all the systems and integration the whole architecture and everything so I feel like I can use a lot of the old knowledge I have and then add on with new things which I feel will be important the next 5 or 10 years which is important I think. if you work with the production system there's not that many changes going on in our section anymore most of it is run through projects they changed the work process and change the tool accordingly and I think at this time both with my age and with the company changing so much it's good to being a project where you feel like this knowledge that you have is important with company for the next 10 years and it's not like I mean they're laying off so many people now you have to think about what part of the company your at and what knowledge you have and put things you work on instead of plus there's other people working with support and a lot of people can do that but there's fewer people who can do what I do now and I feel that's a good position to be in as well. especially since both my husband and I are working in the same company it's good that we both feel like what we do will take us... if you see for instance approval engineer so many people have lost their job because there's maybe 15 approval engineer's approving machinery drawings and if you're just one of them then if they only need ten then some are out. so I feel that's good and plus there's a lot of consultants working in the project and I think it is good we have some people employed by the company and also having been here for such a long time I know a lot of people in different positions so if we have an issue with something I can just go and ask anybody and basically they help me which is important I think and then of course the most of them are employed by Company B as well so then I think that's good that I can utilise my network within the company in this position as well.

Note taker

so the changes you don't like it's not necessarily a system changes because you see the long-term value and that you enjoy that and you enjoyed contributing in a very positive way but the changes you don't like as more than organisational changes

yes the name change to Company B merged with the German company that part of it I didn't like that much and I think, I guess they have done some evaluations of the technical Solutions and stuff but I don't think they've ever done any evaluations of how people feel being in the company and all the reorganizations. all the reorganisations that we have done lately I have not liked as well. earlier I was in that must be like 10 years back, eight or nine years back I was in that time and then in a re-organisation I was moved to GSSIT together with some other people and I really didn't like it, because I was working as a single point of contact for new building and responsible for all the new building support and the tools in the production system and then they just move some of us over to GSSIT and I really didn't like that at all. my boss called me into meeting and said we are reorganizing and you and this other guy I being moved over there and by the way I'm taking a long weekend so I'm leaving in half an hour. "Ah ok", and I had no clue and then I said who's going to be my line manager and he said I don't know but I'll find out and then he left and I was like s*** what happened since I don't like change I really didn't like that. but this was before GL but that type of reorganisation it's not very good. but I knew so many people in IT so I just walked over and said I've heard I've been moved over here who am I being moved to, and then I was sent to some people and found out and then I never even got a reply from my line manager saying who was going to be my line manager.

Note taker

so it sounds like you have to, or choose to use your network quite actively so when you speak about your network do you think of your network being there because no working relationship or generally because of the personal relationship you have. do you generally reach out to people that you have a personal relationship to or because you worked with them of course it may be both.

PBF16

I think it's because I know them and it's easier even though that wasn't the person for instance in IT I could just walk over and talk to the boss of the whole thing and say and what section have you put me in and also for my colleague who was moved at the same time. he ended up being the project manager and the project I was working for he ended up being the line manager that was later kicked out. so we worked together for many years, and of course we had a personal relationship and how many times have people at home and stuff like that I feel like that's part of the whole business as well if you have a project for instance that you would have everybody over for the Christmas dinner or something like that I mean you know people quite well after years.

Note taker

That may also be strengthened as you and your husband work under the same roof

PBF16

yes but I don't really see that many colleagues as friends outside the company or do that much with them I used to play a lot of tennis and that was of course and the DNV team with colleagues but otherwise I don't really see people, but of course I have three kids and they're quite small because I had kids late so every evening just goes to driving them back and forth and doing activities and stuff. so I don't have that much time to see people outside so if I see people outside it's my old friends from school. but I still within the working environment have a lot of personal relationships so I can utilise that and they also asked me a lot so it goes both ways. I get a little bit frustrated when people tell me I have to go through 8989 because

I'm so used to picking up the phone or linking people and they would help me and they would do the same to me

Note taker

is 8989 a helpdesk

PBF16

yes

Note taker

thank you for that recap. you mentioned that you'd actually been a project manager yourself

PBF16

yes I've been a project manager and also head of section.

<Internals\\PBM17> - § 1 reference coded [11.96% Coverage]

Reference 1 - 11.96% Coverage

Q2: Effective feedback
[effective giver]

- The example happened after the merger
- The situation:
    o A complex case
    o 100s of emails
    o Stress
    o So it was very important that the feedback was receivable
- Keep it short and simple
- "think about the other end" meaning the other person… receiver or giver
    o Who are they
    o What do they think
- "People know me"
    o In relation to him being brief and maybe harsh
    o "I might be perceived as impolite, but I think it's good."
    o He rationalized that he has a grasp of his own identity and who he is, and that his way of giving feedback reflects that rather than compromising his own integrity
- Collectivist socio-economic background does not seem to matter much to him? Although he kept talking about the impact on the group and the organization

- Colleagues applauded him for his manager work

<Internals\\PAF1> - § 1 reference coded [13.09% Coverage]

Reference 1 - 13.09% Coverage

Q2: Effective feedback

Lead interviewer

Thinking of a time that you received effective feedback – could be 10 years ago, could be 20 years ago, can you describe this incident in as much detail as possible?

PAF1

[effective – receiver]

Well I have to say that the first thing that comes to mind was from a job interview. The feedback I got was on very specific questions where they kinda chose someone else over me. Where why the answer that was given was not what they were looking for and also some more actual constructive tips as to how to answer those kind of questions in the future.

Lead interviewer

Ah nice

PAF1

So it was a very um about the subject matter it wasn't just a general you're being nice or you are being like this, it was an actual concrete action point.

Lead interviewer

So did you receive these questions or at least the feedback via email or in person

PAF1

on the phone, phone call

Lead interviewer

did you feel happy about it afterwards or sad?

PAF1

no that was a good thing because of it was a rejection but at the same time because of the way it was conveyed and the kind of feedback that was given it did not feel like it was just I've done something wrong it was actually ok I could work with this it made me feel better than just being rejected with a reason they gave an explanation.

Note taker

can I ask how was it conveyed was it the words was at the tone

PAF1

a little bit of both it was a friendly tone but it was also because like I say because it was so specific. it was ok this question where you gave this answer we were more looking for this it was concrete, not just you seem friendly or you seem something like this it was an actual concrete thing to work on.

Note taker

one more thing about that when you see it was effective have you been able to use that feedback since then to make it effective? Or why is it effective to you, or just gained knowledge?

PAF1

It's my gained knowledge, I have not been in an interview situation since so I have not been able to use it again but it made me realise what I could do for the next time.

Lead interviewer

I think we have a fair overview of the effective session, from the way you have described it so the next question is, how long ago was it approximately

PAF1

about a year ago

<Internals\\PBM15> - § 1 reference coded [4.43% Coverage]

Reference 1 - 4.43% Coverage

Q2: Effective feedback

Note taker

A regular employee. Can you think of a time when you received effective feedback, and describe it in as much detail as possible?

PBM15

Effective feedback? I thought about this, about feedback, but I don't think we get that much feedback in our section or department. Effective feedback… I am having a hard time coming up with some examples. Sometimes I get good feedback, not very formal, but good feedback and that feels good.

Note taker

And is this from your line manager or your colleagues or…?

PBM15

I very remember once! At the coffee machine. Not in my landscape, but I got feedback from a guy that I now know is very high in the system. He said that, because I develop software, he said that all that they got from me was very good. It was never any errors, and I have thought about that several times, and it felt good getting that knowledge, or that knowledge. The confirmation.

<Internals\\PAF5> - § 1 reference coded [3.05% Coverage]

Reference 1 - 3.05% Coverage

Q2: Effective feedback

Note taker

So thinking of a time when you gave effective feedback, can you describe that incident to us?

PAF5

[Effective - giver]

Yeah, I can do that, I have one in my team that there's been a lot of discussion about, some people think he's doing a good job, and some people think he's not doing a good job at all. So in order to have a good feedback session I did a lot of preparation first, trying to see things from his perspective, from my perspective, from the perspective of those who didn't like him. And then I also spent a lot of time discussing with and getting to know him first, so I wouldn't jump to conclusions, so I spent – before getting to the feedback session, or getting to the feedback I wanted to give, I let him have a lot of say in where he came from, how he ended up in that position, from his perspective how things are going, and then that shaped the way I gave the feedback after. But then I felt it was extremely effective, because it wasn't just cold feedback based on rumours, I think for both of us it felt real, and that was the most effective feedback, because it changed the way I looked at him, and it also changed the way he performed tasks. Because he could just change a few things, and then things were much better after.

<Internals\\PBF11> - § 1 reference coded [6.31% Coverage]

Reference 1 - 6.31% Coverage

Q2: Effective feedback

Note taker
Well, why don't we leave the ineffective right now, and you describe an effective feedback, and the details around that. If you can try to think of a time when you came out and thought, okay, that was effective. Can you think of a time – it doesn't have to be with your current employer, it can be another time that you came out and thought, ah, that was effective.

PBF11
Okay, so… Yeah, maybe this one time we had an evaluation or the yearly evaluation, and I'm always looking for or asking for things where I can get better, and I think at one point I got a really good feedback, and that was that sometimes, I can be very… Run from meeting to meeting, be very fast, like going very quickly, so it was said like, maybe you should slow down. You know when you're in a meeting and a person just needs to run off to the next meeting, and that makes the other person feel not so important. So he explained it that way, and that made me kind of think about it myself as well. Like that if you just run off from this meeting, it felt like this meeting we had wasn't that important, another thing is also important, much more important. It's also the same with the phone you know, when you talk to a person and they start looking at Instagram when you're speaking, you feel that you're not that important. So that's something that I felt was very effective feedback, and it made me realize that I don't need to run off from the person, or that the other person that you're in a meeting with, or interacting with or working with feels not so important as the next thing. That was effective feedback, I think.

Note taker
So this feedback that you received, first you recognized it in yourself, you thought "oh yes I do that", and then you feel that you changed your behaviour afterwards?

PBF11
I tried, yeah.

Note taker

How long ago was this?

PBF11

Maybe one and a half year ago.

<Internals\\PAM13> - § 2 references coded [0.16% Coverage]

Reference 1 - 0.08% Coverage

Q2: Effective feedback

Reference 2 - 0.08% Coverage

Q2: Effective feedback

<Memos\\Context nodes memo> - § 2 references coded [4.00% Coverage]

Reference 1 - 2.72% Coverage

I have a boss sitting in another department that I never worked for or with. So then we meet once a year and he collects what he has heard from others, which is absolutely meaningless

Reference 2 - 1.28% Coverage

I used to work on to a totally different in the finance world but that was quite a new

<Memos\\Goal> - § 4 references coded [25.96% Coverage]

Reference 1 - 13.12% Coverage

It's to tie it to specific cases. Again, its um also the timing immediately after events to see it. I mean you are researching into it so you will probably be aware that this is one of the essentials. To do it immediately after the good performance if you like or when it needs to be adjusted in a way. It is a lot easier, the way that I see it, to give feedback on the delivery part, Note taker is aware of that in this company we talked about delivery and behaviour dimensions, it is a lot easier to talk about the delivery part and a bit more challenging to talk about the behavioural aspect in terms of feedback.

Reference 2 - 4.00% Coverage

I tend to send people an SMS directly after the performance because then we will also see that you are thinking about this outside the event so that is one thing I use to make it stronger

Reference 3 - 5.11% Coverage

t is very valuable to get feedback on the behaviour because I know less about that I think a lot of people know when they have done an excellent performance in the form of a delivery but to get a feedback on how you are perceived by others

Reference 4 - 3.72% Coverage

yes sometimes I do something wrong I normally receive feedback right away and when I do something right or do according to expectations you normally don't receive feedback.

\<Memos\\In Vivo quotes\> - § 3 references coded [20.62% Coverage]

Reference 1 - 9.25% Coverage

But too open was funny because I'm like "that's one of our values".

I think I took a step back and said oh yeah because it's true and I know it to be true and I don't know if I realised before that it was a negative,

PAF6 about using too much time on a challenging person instead of focusing on those who contribute positively:

"then I think "why does that person have this issue with me?" and you think a lot about it and you' adjust your behaviour to fit somebody who is a really difficult and challenging person. Why?"

Lead interviewer

so this in itself was good feedback but the thing that you got from it was "this is something I could use". how long ago was this approximately

PAF6

probably 8 years ago and so it still stands out

PAF6 about supervisor giving ineffective feedback:

Note taker

but you probably would have still challenged had there been something that was relevant?

PAF6

I wouldn't have. I actually said to myself this is like an *intellectual me too*.

Reference 2 - 2.54% Coverage

and again as I say, to me, it is very valuable to get feedback on the behaviour because I know less about that I think a lot of people know when they have done an excellent performance in the form of a delivery but to get a feedback on how you are perceived by others.

Reference 3 - 8.82% Coverage

PAM7

exactly both in terms of receiving and giving. I tend to send people an SMS directly after the performance because then we will also see that you are thinking about this outside the event so that is one thing I use to make it stronger

Note taker

would you use that format for both behavioural and delivery?

PAM7

probably not, and behaviour not that much then it would be quite a general statement on behaviour and probably not if it was feedback addressing some issues that needed some improvement. it would be more in the direction of saying "this was excellent" or "the way that you did this meeting was very good".

Lead interviewer

so you would rather do the any negative feedback face to face

PAM7

yes because then you would need to see all the details facial expressions and body language items.

On whether this would be booking a room to invite someone in:

if you set up a long time before you create a lot of stress

<Internals\\PAF12> - § 1 reference coded [31.68% Coverage]

Reference 1 - 31.68% Coverage

Q4: Ineffective Feedback

Lead interviewer

so now we'd like you to think of a time that you gave or received ineffective feedback and give an example of that

PAF12

does it have to be ineffective all the way

Lead interviewer

not necessarily

PAF12

[ineffective – receiver]

ok, I can remember when I was on an internship a long time ago when I was doing my PhD, it was the first time I had to work... the internships are a two-way Internship interview so you go for a couple of months 2 to 4 months to a company and that was in research so they give you a project or a program and you're supposed to solve it within that time but it is really a two-way interview right you're trying to show your best face so that they will send you an offer and they are trying to show their best face so you will say something nice about their company. I did five internships and this was the second one, it was a person I really admired actually, in geophysics they are heroes in research, I used to be a physicist and my heroes were dead. I didn't know, at that time I had only done research and work in academia so even if it was my second internship it was the first time I was encountering something that was really completely new the second time actually and I think I didn't know myself very well. so the first month I was very slow and not understanding anything and he got a bit frustrated I remember which for me meant a lot because I really admired him and he said to me "maybe this is not something you can do" and in that moment I felt horrible. but at the end of The Internship he said it was probably the best way of challenging me because it made me really demonstrate to him that I could do it. in hindsight he could have said it much better because it really threw me down but the good thing for me is after that I went to another country with the same company but a different mentor and this is a completely different type of mentoring. he was not expecting me to understand everything he was actually just letting me work but later I understood that what happens is when I am working on something new it takes me more or less a month to learn it and I am very stupid in that month extremely. then after a month I know everything because I read everything so I was confused and everything it was not nice I remember I did feel very bad for some time, but usually I take that energy and go the other way. on the other hand it really let me learn how I work. I mean after and that with other internships I would warn my mentors I would say the first month I will not do anything but after that then I will do it so it helped in one way but it was not a nice experience.

Lead interviewer

can you describe in a little bit more detail of what he said to you, he said "you can't do it"

PAF12

yes he said perhaps you can not do this. this is a 4 month Internship and this is the first month exactly

Lead interviewer

how did he say this to you exactly was it in a condescending tone or was it oh I'm so sorry.

PAF12

no he was worried my advisor who used to be his supervisor as well because I mentioned this to my advisor, we have a good relationship. he told me that maybe it was symptoms not only about me or not that much about me not being able to deliver because obviously it's the first month and you're supposed to learn a completely new theory and do something new and top of that and you really have to work really hard in those internships. my advisor what he thought it was was maybe a reflection of him being worried about himself because if I failed then he would fail, it was a little bit of a special situation I was there because usually you only do the internships in the summer but he wanted me and he really wanted me to do an internship with him so he arranged for an internship in the fall and my advisor allowed that so pretty much that I didn't study for 6 months and he fixed it in a way that I would spend one month in Houston two months in London and then one months in Houston at the end. that was pretty rare pretty much no one has it as an intern and it was with two experts in this field the person in London and himself. so he was expecting a lot for me he's sold it to his company he sold the spending 2 months and the company flying me there and paying me everything for 2 months and working with this two persons. so he was expecting something from me and he was probably very concerned or something and maybe also his way of learning is different. he was not he's only like 10 years older than me so he was still young at that time, now I see it, now we laugh a lot about it but I also think it was an experience for him that he might have had other type of students, or maybe had never really challenged because usually you do the internships in what you're doing in your PhD but he explicitly said that he wanted to give me a different experience so he actually had these projects that were completely new ideas. I mean honestly everything well it was not a good moment but the experience was great in the end.

Lead interviewer

you said you laugh about it so you've spoken to him afterwards

PAF12

yes we are good friends. there is a lot of people I consider my Mentors because you never really do anything by yourself and all of them are good friends nowadays. still in different situations but I consider them my friends

ida

how long ago was this

PAF12

this was ages ago this was exactly in 2006.

Lead interviewer

and when he gave you that negative statements did you challenge him back or...

of course not. we stayed pretty late that day trying to go through theory and all that and when we were leaving or preparing to leave he said that and he was definitely disappointed and I was disappointed with myself because I wanted to be smart and show that I could do it. so I just went home and yeah (laughing)

Lead interviewer

Was this, not necessarily formal but was it a scheduled feedback session or was it just mentioned while you were working or what was the kind of context around the situation

PAF12

Well the idea was that I was going to spend this month in Houston and two months in London and it was just before I was going to London. I had been for that month pretty much reading everything I coded it a little bit and I tried it to demonstrate - I could code it but some of these ideas you know in my world is where we question we have to understand where is the world coming from, is it going from, is it going up, or is it downward I'm given all these little details and to really understand something sometimes you have to picture it. so I was still missing that real feeling of how these really play in the real world I couldn't understand it. the equations were no problem, the codes were no problem. It was more really how it matters and how do these really behave in the real world and how can I extrapolate this idea and utilise it somewhere else. I was not really making those links and I think he had a way of understanding it's because he had been working with this for a while and I didn't and he was trying to make me explain it to him with words and I couldn't and I just felt very frustrated and he as well and the next day I was flying to London. I understand he was stressed about this but it was so good for me to have that flight. so of course I did not feel so good but it was good for me not to have to face him because if I had to face him the next day it would have been horrible and the next time I faced him it was already a success so it was not a problem when I came back. I mean also it showed me how different mentors work because when I went to London I was working with another person who actually is the person who invented this technology and this idea and he had a different a way of explaining it first and second he has not experienced me that first month so he has high expectations but he didn't challenge me so he just assumed that I understood and little by little I got it. Yeh, I am really happy I didn't have to face him right away that would have been very hard

Lead interviewer

so you had this, let's just call it "less intelligent month" where you're learning all this stuff and taking it all in and understanding it, so you had this feeling during this period with this first guy that you knew you were not sort of Performing up to his expectations so was that sort of a shock to you

PAF12

no I knew I was not performing up to my own expectations but as I said for me and that experience was great because after that I did another three internships and I knew exactly how I worked and even nowadays when I change jobs when I have moved from companies I used to move from research department at to another department that is when I was with Company A again I know exactly how I work. when I came last time to start all I work in a completely different technologies which are not originally in my field it is completely in physics but I told them the first month I am super slow and will not say anything but now I have the confidence because I know after a month of studying something I have a good understanding and I can keep going from there I get a good level very fast and when I change

project I have volunteered sometimes for projects which has nothing to do with my expertise and I know exactly how it's going to happen so for me as I said in hindsight it was a very good experience it was just a hard way of learning it and I think he could have said things in a different way. he could have said the same thing like you know you really need to understand these or maybe read this and read that or something

Lead interviewer

wrapped it up more prettily

PAF12

exactly but it helped you or it helped me when I work with people I also try and understand how they work because I don't want to have the experience of doing something like that to someone else

Lead interviewer

so something that he has done which you have experiences as uncomfortable you now feel that you do not want to do that I want to be better than that

PAF12

yes I try to understand people who I'm working with especially researchers you have to understand the motivation how they take on a new idea whether they're interested in going into another field or not they are prima donnas. in research honestly we are, some researches will never go out of their comfort zone so then you have to work with that comfort zone, and some others are far more interested in learning something else and then you have to guide those depending on their seniority you might guide them take them by the Hand and give them material to read and take some time and others you may have to let them do it by themselves and take the time that they need to take but you need to understand the different people or at least that's the way that I work

Lead interviewer

so this experience you had as a junior researcher is something that you remember right now when you have junior researchers yourself you're cautious of how you treat them

PAF12

yes

Note taker

when you mentioned that you laugh about it today, do you know has he changed his way with junior researchers now

PAF12

I don't know but I remember when I gave my last presentation, he actually well I think he's trying to apologise but he ended up saying that if he had learned something that if you wanted me to really succeed he has to challenge me but then he also kind of laughed and everything and then kind of apologized for not believing and I told him you don't have to I said I understand where you're coming from because I was as worried as you were. I mean at that moment I was concerned about pulling this off, right. so I understood his feelings and he understood that it was not the best way of doing it either. so I assume he has had probably still every second year that's the standard in research so I'm sure he has taken it on somehow, I hope so but I really don't know because that is never really been a topic of conversation after that. or I would say, I presume, I have no clue

Note taker

when you say you felt that it helped you do you mean that it helped you because you understood how you worked but you didn't necessarily feel that it was the kick that you needed, that was not necessarily the trigger - it was just that "yes I take that time to digest things and then I go forward". so it didn't really necessarily help you in that actual project but it just made you aware of yourself

PAF12

in that moment it did not help me at all it actually just put me down and made me very concerned when I was flying to London when I was flying business to London I was thinking like they are going to spend all this money on me I will come back and it will be a disaster because he could not see it that's why I calling my advisor was the best thing I could do because my advisor knows him and when I told him this my advisor gave me the perspective you know what he has this concerns and my advisor has all the confidence in me so even if he didn't have it he expressed it which what I really needed so in a sense it could have been a disaster if I did not have someone to say yes you can do it and it's not about you It's about himself and what he is reflecting in those words and the fact that I had not this mindset he just assumed that I was able to do the work and he just made me do the work and gave me data information presenting to people and I thought ok I have to do it but I knew I could do it I mean I knew I would try to do it and I could deliver I just didn't know myself enough to understand that I get that confused the first time I am with something so new to me. it has helped me a lot but honestly at that moment it could have been a disaster.

<Internals\\PCM4> - § 1 reference coded [4.86% Coverage]

Reference 1 - 4.86% Coverage

Q4: Ineffective Feedback
Lead interviewer

Right. So now we would like you to think of a time when you gave ineffective feedback. And can you describe a situation like that for us?

PCM4

Yes, I probably could, when I think about ineffective feedback, it's very vague type statements. I could have been far more effective towards a colleague when I was giving the feedback, where I knew there were issues I should address, there were things that needed to be taken up, which we talked about quite generally, and I felt that we came away from that without me feeling like I'd ever gotten my point across, the feedback I was trying to give didn't really – as a consequence, result in anything, not very much of it changed, to put it that way. What I was trying to do was to get this person to be – to act a little bit differently towards work, towards people, and I gave very sort of… When I look back at it, very general inconcrete instances, so I felt, afterwards, that I didn't really address anything with him, didn't give him anything that he could walk away with, and you know write a timeline or set of goals to change anything. So I think I was – and that was only a couple of years ago, in the same company.

<Internals\\PBM14> - § 2 references coded [21.09% Coverage]

Q4: Ineffective Feedback

Lead interviewer

can you think of a time or situation or example when you received ineffective feedback

PBM14

yes

Lead interviewer

Can you describe that situation for us

PBM14

[ineffective – receiver]

depends on what you mean by ineffective. Ineffective means for me that I get some feedback that I find valid but is not followed up. that I regard as negative for me.

Lead interviewer

does this happen regularly or is this a one time occurrence that you can think about

PBM14

no in fact it happens very regularly. It's kind of well you get some kind of feedback on what's supposed to happen and they do not happened or what supposed to be done and not be done and some of it then I agree with but I know that nothing will happen always. Surveys for example, they are really a waste of time, for me. that is usually otherwise someone in a closer relationships so to speak where you don't get that much feedback. that probably is me.

Lead interviewer

so you don't seek out feedback

PBM14

no

Lead interviewer

is it because you don't feel the need to or is it just like that it's something you're not concerned about

PBM14

Not really feel the need to get that much feedback

Lead interviewer

do you have any specific situation where you can describe where this happened because we'd like to get some information on the context and sort of what happenes in that specific incident

PBM14

where I am not…

Lead interviewer

yes where you get a feedback session which is not followed up afterwards

I think usually it is more a general in a way get General feedback on situation on what it supposed to happen so that is kind of you get all these surveys that is executed I don't remember the name of them, even. that is where I get the feedback on stuff and that's not really personal that is kind of more organisation. I cannot remember a situation where I got feedback and they didn't kind of, it was negative for me, I cannot really remember that. No I can't I don't really remember.

Note taker

so these surveys are these the general people surveys to improve the workplace and that kind of thing

PBM14

yes in fact I cannot remember a situation when I got feedback which I find that not valid, that hurt me in anyway I really can't remember that

Lead interviewer

it didn't make enough of an impact

PBM14

that I do. I had some kind of but that is not at least not from management I got some feedback from people I have cooperated with as project manager but I don't think that it didn't mean anything for me really, because I was right (laughing)

Reference 2 - 10.55% Coverage

Q4: Ineffective Feedback

[ineffective – giver]

Note taker

when you think of the last time when someone didn't perform in the project when you actually had to either assign new tasks or an actual fact ask them to leave the project because you felt they weren't contributing can you describe that to us?

PBM14

mmmm

Note taker

because the way I understand it is you've given feedback and they haven't managed to address it themselves so your Only Way Out is to say you're going to have to move to another project, so therefore in a way that sounds to me that it hasn't been effective to the person because they haven't changed or haven't managed to perform in the way that you expected

PBM14

yep yep in a way people are as they are, you cannot change the behaviour. you have a long discussion and explain why I wanted… that really I didn't want that in the project that he was supposed to deliver and he used too much time, never completed a job really in fact but he also what I said was that he also had some strengths which I wanted to use. So when we have a discussion within the project group or something I will very often have a meeting with him

alone, and then went through the same discussions and sometimes I got good answers which he also got the credit for that publicly. But he was not in the project more anymore but I used in that way. I used a lot of time, instead of my project team using a lot of time, I did that with meeting him.

Note taker

and do you feel the time you used was valuable in his future, do you know how long enough to know that's an actual fact helped

PBM14

I don't know how he is as he is I really don't think so

Note taker

so do you feel that it was waste of time really

PBM14

not for me, well yes you could say, that but at the same time he came up with some good ideas or verified some ideas and made some good thoughts. because that was his problem he didn't distinguish what was a good idea, which I thought was a good idea, he didn't catch the business in a way. This has business values and this does not, he was unable to distinguish everything was kind of the same. so we had long discussions I could pick up "ah this was a good idea" but he didn't even notice it

Note taker

when highlighted was he able to understand or did you continue to have difficulty in distinguishing

PBM14

no he's still has I guess I haven't worked with them for a long time

Note taker

how long ago was this incident

PBM14

when we merged I don't remember when that was 3 or 4 years ago

<Internals\\Balint> - § 1 reference coded [17.66% Coverage]

Reference 1 - 17.66% Coverage

Q4: Ineffective Feedback

Note taker

can you think of a time when you received an effective feedback and describe that

PBM3

[ineffective – receiver]

That is more difficult, I don't really know how to ... because if someone tells me something that doesn't really change anything, I just don't register I just think ok that happened and then I let it go. but for some reason I had a really bad boss and he really didn't understand people for some reason I

don't know why I whenever we had some kind of meeting with him and he would tell us to do something in a certain way because he thought that was the right way, it was really difficult to reason with him that no we shouldn't do this. so if I got a feedback that wasn't really good I would tell him why why I think it's not a good idea of why we shouldn't do that way. but I can't recall a certain scenario specifically.

Note taker

when you see it was ineffective is that because you had to do it the way it was suggested anyway

PBM3

the reason it was ineffective was I kind of tried to see the bigger picture and I saw that it didn't fit in the bigger picture. so I explained to that person at the time why I would not be following his advice.

Note taker

in the end of the deal where are you permitted to go ahead with your ideas

PBM3

that's an interesting thing because that was actually quite close to the time I said ok I'm going to leave the company and because both me and my colleagues were struggling with him. in that particular scenario we had a meeting and I got to the point where I told him my views and why I was not going to be doing a certain thing I said when because he chose to follow the management blindly. I never was the kind of person that would just do things because people told me, I would always find the reasons or what the people would need in these cases, so he actually told me at that point that maybe I'm not the right guy for the job. then of course I finally laid my cards out there and told him everything. so in that particular scenario the way it turned out was he actually got sent away, that's what I like to think. we got an email at some point saying that he was going to leave the company but I believe that he got sent away because we were not the only ones who had difficulty with him and then the management saw my intentions of what I wanted to do and they let me go ahead. but I don't know how isolated of an incident this is I don't think it is possible everywhere but I was lucky enough to be in an environment where it was so I could do good for the people instead of doing bad.

Note taker

So the way it was ineffective was that he was not listening to your side he was not open to your suggestions.

PBM3

Exactly

Note taker

what was his immediate response when you confronted him and said I don't want to do it this way I want to do it that way, what tended to be his immediate response, did he just tell you no and walk away or did he try to come accommodate you what did he do specifically?

PBM3

there were several scenarios I can't remember clearly but for example one time we were talking about using paper as in sending paper around for some kind of process and I told him no we are not going to go back to the 20th century and his response was just that it worked before so he had his own reasons for why he was thinking that way which was a bit faulty in my opinion. I think he was maybe a bit too egotistic. I felt that he wanted to have control over someone or some people.

Note taker

so you felt that he was micromanaging you

yes

Note taker

how long ago was that

PBM3

 that was in 2012 or 2011

<Internals\\PAF6> - § 2 references coded [22.44% Coverage]

Reference 1 - 1.76% Coverage

Q4: Ineffective Feedback

Lead interviewer

now I would like you to ask you to think of a time when you received ineffective feedback can you describe an incident like that for us?

PAF6

yes, ok, so I have received feedback that I say "yes" too much to things, it is a challenge that I have been aware of for a very long time and I have been advised to prioritise and say yes to less things and I have not taken that on board but that was a conscious choice. And I understand why I should do it but I choose not to do it.

Reference 2 - 20.68% Coverage

Q4: Ineffective Feedback

PAF6

That's a very interesting question. I'm going to say a couple of things about it because I've reflected on this in the past that are what we call challenging people who for some reason or another have some strange, not strange, but maybe an obvious chip on their shoulder or something that's really bugging them and for some reason I listen to those people a lot or maybe some people do and some people don't but then I think "why does that person have this issue with me?" and you think a lot about it and you' adjust your behaviour to fit somebody who is a really difficult and challenging person. Why? there's a psychological reason for it. perhaps you know better, I don't know but I've looked into it. Then I made a conscious decision to stop doing that because why are we falling over our feet for challenging people, if they have a valid point for sure it's valid and you see it because you're intelligent enough to do that. But if it's just they're being difficult because they have some issue I don't know what, then I have decided - why not focus on the people who are actually contributing to helping out and focus your energy there, just kind of don't let it get to you. so with the chemistry there yeah. And I found myself that I behave differently around the challenging people as well, all of a sudden, I would be more quiet I wont to say things because they're super opinionated I didn't want to seem "actually I have a way better case". [phone rings] actually it's this guy. I'll just walk you through it in case you find it more interesting. I was in my PhD I did fieldwork in an area where I met this person and that's the reason I'm here with this company because we had similar schools and we were leading the field trip and I had a

different finding than he had out in the field and I mentioned it and I think that in science debate is relevant and useful but then I went on maternity leave and I had literally written the guidebook like the whole thing. And he's great, like he has great work, but I went on maternity and when I came back he took me off the course and I was like "oh" and the feedback I got from that was that "Paul didn't like the way you disagreed with him about the joints or pressure solutions seams in the field on that one outcrop". And I was like "oh ok" then I actually followed up and called the people and then they said we just don't need to have that many structural geologists on the team. Then I've been on other trips where they have had three sedimentologists on the team and I'm like "I don't know then". I kind of thought "what is that?" And it upset me a lot and my boss actually at the time came and talked to me about it. And I was just like "you know ok fine I get it" but it matters it matters because those fractures are either going to be open in the substructure or the going to be closed and that's why it's relevant I never really... so I went on a field trip last week and I noticed, and this is like 8 years on, but I noticed within myself that I was quiet I didn't talk about things and I had to introspect and think "why am I doing this?" but that was because he was in a position of power he was leading the field trip and I told him I'm coming to be the HSE support, I've got the first aid pack back da da da da I'll step in when needed. I did talk a little bit but I definitely toned it down huge [time] and I thought to myself "I don't know if I will do this trip with him again". And that was more a chemistry than a personal thing because when I'm working on other projects fine he doesn't have a problem with what I'm putting on the table but when I disagreed with him and something, it had a huge impact and on the chemistry and the way I behaved. so that was just another case

Note taker

but you probably would have still challenged had there been something that was relevant?

PAF6

I wouldn't have. I actually said to myself this is like an *intellectual me too*.

Lead interviewer

in a hypothetical way if you had challenged him what do you think would have happened? what would the consequences have been?

PAF6

he would have got angry with me he would have asked me to not say anything, yes definitely.

Lead interviewer

so he would have smacked you down again?

PAF6

Yeh actually it came up the pre-course, I was like I'm not going to say anything I'm just not going to bring it up.

Lead interviewer

you said that to him?

PAF6

yes

Lead interviewer

that's interesting actually I'm getting some chills just listening to it. It is an intellectual me too. it's not good

Note taker

do you know this person well enough to know is this something that happens all the time when he gets challenged by someone else?

PAF6

yes a little bit he's a very... his personality type is such that these things would bug him a lot, yes. You have to do a lot of base work to cover your ground and stay on the ground but I had done that so I wasn't worried about it and he was still... but then when we were out in the field I gave him feedback because he was making things too complicated, what a group of 22 people coming from totally different backgrounds learning this stuff he was making it very complicated I said "Paul you know you're over complicating it there's really 4 key messages and if you just say that then they're going to get the message".[he replied] "well but the reservoir engineers don't really care"... [I said] absolutely every reservoir is always more complicated but if you want to deliver a message in a course you need to keep it simple. So I gave him feedback but I didn't use the case that we discussed earlier

Note taker

did he take that onboard?

PAF6

I don't know, hopefully, but we'll see

Note taker

so you felt that it was his personality that he always had to be correct generally?

PAF6

or that he wasn't open to a scientific debate which is kind of anti-science

Lead interviewer

Is he much older than you? Is there a nature of seniority that he might have felt challenged?

PAF6

Yeh, sure, definitely, I think so.

<Internals\\PAM2> - § 2 references coded [23.70% Coverage]

Reference 1 - 11.12% Coverage

Q4: Ineffective Feedback
Lead interviewer
And... Thinking of a time when you received ineffective feedback, can you describe this situation in as much detail as possible?

PAM2
What do you mean by... Uhm... Can you, uhm, rephrase the question?

Note taker

Well, the reason why we would like you to describe a time that it was ineffective is that it is all your perception. So we would rather not put words into your mouth.

Lead interviewer

When we say ineffective feedback, what comes to mind?

PAM2

Ineffective feedback, the way I have worked, or delivered any work to others?

Note taker

It's up to you. As to – was it ineffective to you, was it ineffective to your boss, and it is completely your perspective of what that means.

PAM2

It's… I can't take any exact episode from that now, but it happened regularly, of course, and that's quite normal, most situations. So… I can't really take out or find a special example, no.

Note taker

If you describe the last one that you had, was that normal – the usual normal, regular, the last time you had your feedback session, for example?

PAM2

No, but – this is maybe a little beside your question… Often, there are changes to the input to my work very late, often the same day that I should deliver my work and… you get an email or /contradictory information compared to what you have received before… that's not unusual. And some of this information has been possessed by people for a long time without passing it on. That makes me have to do things all over again. But this is not really what you asked?

Note taker

Yeah. So you say that often… The information, they've been sitting on it, is that what you said? So you both get late input, and sometimes you feel the input could have come earlier?

PAM2

Yes, sometimes. There's also a lot of changes in how they want to do things.

Lead interviewer

So there's a sense of urgency occasionally that does not necessarily match up to your expectations?

PAM2

Yeah, I have one example. I used to have /three in-drawers on my desk. They were labelled "urgent", "very urgent» and «no longer urgent». And the very urgent stuff was often just put straight into the "no longer urgent" drawer. We have to do it this way and that way, we have to decide on the design for this top side, this module in this and that way, we have to look at the current costs – and often, when you come in to work the day after, you find out we're not doing it that way after all. So I did, actually, have on my desk, "urgent", "very urgent", "no longer urgent". And it might have gotten better over the past few years, it has. Fifteen years ago was very messy.

Note taker

And do you feel that was because there were so many cooks involved?

/Yes, and no… but yes… and a lot of steps, like you have the asset owner or project owner sitting in Stavanger and receiving input from other projects about how they do things, and this spreads down until it eventually reaches the poor slaves at the bottom, rather than having a project manager cut through and say that no, we're doing this now. So we get too many alternatives – we're struggling with that. Looking at too many cases at the same time. And a lot of the cases are so similar, it is just a waste of time looking at them all. I mean, if it costs a billion, five hundred million, one is 1.450 in the early stages… it's not…. There are so many uncertainties in a weight/cost estimate to begin with, a lot of this is just a few millions one way or another, and we spend a lot time on those cases, and… well, put a lot of effort into it, and I mean that's a waste in these early stages.

Note taker

So can you describe a situation, because the reason we need you to describe a situation like is, is because we need you to think about the person who actually gave you the feedback as well.

PAM2

gave me the feedback?

Note taker

Yes. Is there a time that you – a time when you received ineffective feedback. Is there a time you can – it's entirely up to you what time it was, but when a situation like this has arised?

Reference 2 - 12.58% Coverage

Q4: Ineffective Feedback

PAM2

/I might have a better example of ineffectivity… and that is when we want to develop our tools, and the money is so rigid in this company. Absurdly rigid. I mean, we use many million on… Uhm, you become a bit careful with what you want to say…

Note taker

Well, nobody will know – this is not going to be part of the thesis anyway, but even if it was, we don't name people. Nobody knows who anyone is.

Lead interviewer

Yes, and this is going to be deleted.

Note taker

It's totally anonymous.

PAM2

[????? Gibberish mumble] /No, uhm… We have the opportunity to develop an estimation tool, but that costs a lot of money of course, and we're not spending a lot of resources on it, but this will make our daily lives easier and ensure the quality of our estimates quite a lot. But we have to go up and up and up in the system, but it's no and no every time, and we have to argue our case with several A4-pages letters, that is… long emails with our reasons for why this is important, and it can take a year to get the improvement of the system through, it's…. So in that way, it kind of becomes a project problem, a little bit… Yeah, we're used to it taking a week or two, but this is… For instance, Siesta, our estimation tool, we had to go through several rounds, and it took over a year to get the

approval for subscribing to it, and now that we have new Aspilt [sp?] platforms that we need data from into the program, they don't want to pay for it. And the newer information we have the better our tools, the better we estimate, and we can save a lot more money on estimating than the total cost of integrating the information into our tools. We're struggling with that. And I understand – and my closest manager completely agrees, but this is so much higher. It's with Margaret Øvrum and – actually, it's before her. It's with these middle managers climbing upwards that want to show that they can save money. We're struggling with that. It's very important that these middle managers can show that they can save on their budgets.

Note taker

But this is more of a system problem rather than ineffective feedback. And it's ineffective to your leader, maybe. I guess if he was sitting here it would be him that would get the feedback from the middle management, saying no it's not possible. But you're saying your leader understands you and actually supports you.

PAM2

Yes. /but it is still us who have to make all the arguments and spend time on trying to get the ones above us to understand and approve that we can actually spend money on this.

Lead interviewer

In that sense, it's more than a dyad, it's… it exists on different levels as well. Because the feedback situation does not exist in a vacuum of the two people… that's something we can include… Is there anything specific about the way that your leader or manager talks to you when she gives you – say that you sit next to her, so she can give you feedback all the time, she can talk to you, tell what you're doing… is there any way she is communicating this sort of response to your work that you feel is effective or ineffective? What does her communication about your job, what does that tell you?

Q4: Ineffective Feedback

PAM2

We have this yearly "people at Company A" meetings, four times a year or so, and there is some positives about that and some… Well, I am sixty years old, so my slads [???] and my ambitions for the next six-seven years… it's very well suited for younger people. But when you have decided long ago that you don't want to be a manager, that you like to… /execute a job, deliver a piece of work to the project, then much of this "people at Company A"… that's a lot of ambitions and making plans and stuff, and much more suited for those who want to become a manager. My impression, at least, is that much of «people at Company A» is more about your future plans, your future ambitions, to climb up the hierarchy. I have never had any desire to do that.

Note taker

But the technical pipeline, is that not more suited?

PAM2

sorry?

Note taker

You've got the leadership pipeline, which is the one you're speaking about, and you've got the technical pipeline.

PAM2

Yeah.

So the technical pipeline is for people who don't want to travel up and do the sort of hierarchy –

PAM2

Yes, but that's… A daily ongoing for me in a different project, different… /problem. Not a lot of seminars, although you have had a load of seminars, so… Yeah.

Note taker

Yeah, but that's the one you use when you don't want to use the other one.

<Internals\\PBM10> - § 1 reference coded [24.80% Coverage]

Reference 1 - 24.80% Coverage

Q4: Ineffective Feedback

Lead interviewer

I would now like you to think of a time that you received ineffective feedback could you describe a situation like that please

PBM10

ineffective feedback, I actually cannot recall any ineffective feedback sometimes when people are just complaining about something that could be better next time, I think when feedback is not related to some practical things then it is not very effective because you can't do something to prevent the same situation.

Lead interviewer

so you need something concrete in order to be effective

PBM10

correct, I think if it's a feedback that's related to some practical things and very concrete not very abstract.

Lead interviewer

you had performance appraisals in March, the MIP. could you briefly describe you don't have to go into detail about what your supervisor told you but can you describe the situation the atmosphere and what kind of feedback you got then.

PBM10

[ineffective – receiver]

normally we have this twice a year in this company we have the MIP process which is from your management. Here we go through goals at end of year and at the beginning of the year we set the goals then we see how did you perform according to goals and then the manager gives you an estimation of how he thinks you have been performing according to the others and this has some influence to year salary adjustment for next year. The question was?

Lead interviewer

were you happy with the one you had some weeks ago

PBM10

it was quite a long time ago actually that I had a MIP conversation with my manager but I would say that it is very formal and it doesn't show a relationship, or a direct relationship to the adjustment. It has become a more formal process I think this process was established around 4-5 years ago and it is new to both managers and employees so originally it was much more engaged in the process but after 5 years it has become more official standard where we try not to spend too much time on doing this session.

Lead interviewer

is there any immediate sort of things that you can think about or steps that can be taken to improve this conversation any concrete steps that could improve this session

PBM10

I think that setting goals once a year is not enough actually because we are now working with agile work I would say and then setting goals for one year might be not very relevant at the end of the year. sometimes the manager is not very directly engaged in your work, I am working as a technical person and my manager is not a technical person at all. So I am working on projects which the manager is not participating in, it is a type of project that you do not receive feedback after the project so my line manager probably doesn't know how I perform if he doesn't hear anything from the project managers on the project I am working on. So that means that he is has a very high level of trust between me and my manager, for me to say if I am doing well or not so well so it is based on my feedback actually for my line manager can evaluate am I performing good or not.

Lead interviewer

OK that is a level of trust

Note taker

is it just feedback from you that allows your manager to give the evaluation or does your manager go to other people

PBM10

I think my line manager is supposed to get feedback from others but I don't know if my line manager does this so much, at least I have never been asked from my line manager about other person's so I don't think that happens. I think that we know each other very well and we see... so without given a kinda an official statement from other colleagues...

Note taker

but then that also means when you say you don't spend as much time is it because you feel that isn't very much value in spending a lot of time

PBM10

even is it supposed to be a kind of chance for you to discuss your future and salary you always say that is external factors like the market which have much more effects what will be your next yearly statement than these discussions that's why we are, I personally think it's a very formal process both from line management and employees we're just try to do the process and make it done rather than to discuss wishes

Note taker

so it ends up a bit of a box checking process

PBM10

yes because you get reminders that you have to follow this workflow which you have to do in order to close it

Lead interviewer

you mentioned that you are an engineer and your manager is not, does that mean that you are working on projects where he or she is not working with you how often do you see your manager usually

PBM10

not very often actually I do sometimes see each other and we sit next to each other occasionally we talked about some practical things expenses for example when you buy some small things from the kiosk.

Lead interviewer

even though you think the processes are a little bit formal do you usually have expectations prior to this feedback meeting and do you find that during the actual meeting itself it responds well to your actual expectations

PBM10

usually the line manager has a goal then as an employee I use this possibility to give my expectations or reasoning or demands or if what we should call it then we negotiate with my manager what the current situation is and what can be expected and what cannot be expected. so mostly I can say very practical things so we don't say too much upfront, so it mostly comes to the ongoing projects for example where you can go or where you cannot go and assumptions about promotions and what will be your next tasks or which area you would like to be more involved in

Note taker

does the system work from top down or bottom up do you come with goals for yourself or does your line manager set the goals for the team and then discuss which ones you can contribute to or is it a bit of both

PBM10

basically we're supposed to prepare our goals so we have a process of dividing goals and you can choose the division goals or division or department goals and my personal goals so normally my personal goals some goals like improve my knowledge in some areas or develop myself in these product areas improve for example Norwegian

Note taker

do they always have to be relevant to your job or can you actually say learn Spanish even if it's not related to your work

PBM10

it's a good question actually but I don't think it should be accepted actually I think when I set my goal it should be relevant to the job personally I might have a goal to play football but I don't think it makes any sense actually. when I set my personal goals it is related to the job so my manager can see the bigger picture and support me reaching my goals and of course the division goals are mostly set by the manager because I think he sees more needs and better overviews for what is needed for the company then I can see

Lead interviewer

so he delegates the department goals to his team members including you

PBM10

I think she, it is she actually, I have a manager who is she, and she is taking more of a proactive part in establishing unit goals. so normally the goals are coming from top to bottom so my manager's manager is setting section KPIs and goals for the unit and then she is trying to split these expectations to lower level.

Note taker

so generally come down and your personal goals go up to strengthen the unit

PBM10

yes

<Internals\\PBF9> - § 2 references coded [19.14% Coverage]

Reference 1 - 13.01% Coverage

Q4: Ineffective Feedback

Note taker

 Two days, very fresh in memory. Can you also give me a time that you – or give an example of an incident of ineffective feedback that you received?

PBF9

 Well I think the performance appraisals are ineffective, because I don't think the managers are in a position to have an opinion. So that's… The way it's organized doesn't work. HR doesn't go over the work, so….

Note taker

 And do you have any appraisals from someone you do work closely with?

PBF9

 Yeah….

Note taker

 You do?

PBF9

 Well, not formal appraisals, just – it's all informal.

Note taker

 So that's the only formal. And then… Is it him who chooses where to gather information from, or do you say, I've worked with x, y and z, and –

PBF9

 No, I don't. The ones I work with, I ask them to phone him.

Note taker

So he doesn't have to be proactive in getting the information, it's your colleagues who have to be proactive in giving the information?

PBF9

Yes.

Note taker

So then he gathers it and tells it to you?

PBF9

In some form or another, yes.

Note taker

So how does it work here in Company B, are you rated, or is there –

PBF9

No, we get rated, and if we get a 5 we have to get a promotion, so we don't get that very often, if we get a 4 we should get a salary increase, but that is not transparent. If we get the 3 we're okay, if we get a 2… I think, I have never gotten a two, but – and 1 is getting fired, but 2 is very bad.

Note taker

So 2 is sort of, you have some gaps and need some follow-up, is that it?

PBF9

I don't know what it says, but I think they… People who got 2 have been fired in the last year, so…

Note taker

So how does it work for development and training? When you get feedback, do you give that to your supervisor too? If you go in to your supervisor and he gives you this feedback he's got from others, do you then say I need to develop in this area, because of the lack of understanding of what you do –

PBF9

Yeah, then I have to formulate a plan for everything.

Note taker

So it's all one-way, really?

PBF9

Oh no he's quite helpful, he's a good guy, really, it's just the way it's organized so that the role doesn't function.

Note taker

So you have a good relationship with him?

PBF9

Yeah, I like him. But he can't do his job.

Note taker

And then is that the case for many in the company, do you know?

PBF9

Very very many. For everyone that's hired out on projects and then you're nearly internal consultants and that can be very far from the line in the organization. I think some kind of work with the same things as their boss, I think they do in IT support, the bosses are really close and they see the cases and then they see the work. Not if you're working on projects.

Note taker

So the time that you got ineffective feedback now – when are the appraisals, is it long ago now?

PBF9

The formal appraisals?

Lead interviewer

March is it?

PBF9

Yeah, I think so, March or April. Once a year. Maybe it's twice a year.

Lead interviewer

I think it's only once.

Note taker

So I'd like to ask some questions about the people you're speaking about, the ones who gave you the praise and the formal feedback. Uhm, sorry, so when you went into the meetings, the formal ones with your manager, did you have any expectations, or did you already know that he's going to gather the information and give it, and… Do you have any expectations from him for the meeting?

PBF9

I always dread those meetings. I don't like them. He manages to make me feel a little better, because I can talk for a while, but… Yeah. I've asked him to visit me where I work, because I've worked away from him for five years, I see him once every year, and he works 200 meters from where I sit. It's really not – I think it's a joke.

Note taker

And have you conveyed that to him?

PBF9

No. Not really. I have conveyed that he has a group that doesn't work together because I know that others are all away, and they send emails and complain that we don't have a group. But I haven't complained that much, no. I don't think he has a chance, really. I kind of feel for him. It's absolutely meaningless, this.

Note taker

It sounds like it. Can I ask you his nationality?

Reference 2 - 6.13% Coverage

Q4: Ineffective Feedback

Lead interviewer

You just said that you were not looking forward to these yearly performance appraisals, but you like your boss? You have an amicable relationship with him, right? But you didn't like them, is that because you feel like it's a waste of time, or because it makes you feel bad –

PBF9

It's a waste of time, they are formal, and they have some mysterious things where – I don't like being graded. I hate it – and I don't like that it's connected to my salary in ways they don't tell, I would rather have lunch with him or something informal and talk about work. It's the grading and salary thing.

Lead interviewer

So it's the system you don't really like, it's not this actual meeting with this person –

PBF9

No no, I like him, yes. I just hate that system. It is really such a waste, and it takes so much time, and the managers are completely – oh I have a performance appraisal, and then they're out for a month, and no one can see them. I don't think it's worth it.

Lead interviewer

And then you – because you're working in a project right now, do you have any immediate supervisors in that project, someone like the project manager… Do you get any regular, not necessarily formal, but regular feedback on how you are doing approximately, or is it sort of implied by the way your work is treated?

PBF9

The last one, yes. I do the work, they see the result, and… Yeah.

Note taker

So if you then get feedback from the project manager, is it always the case of correction, then?

PBF9

No. It depends on the project manager, but most of them really like it when you do something that makes the project deliver.

Note taker

And then they'll come and speak to you about it, and give you the feedback?

PBF9

Most – the best is when they say it in plenum, like yes, oh this was very nice. That's the best.

Note taker

Yes, because then everyone recognizes it.

PBF9

Yes. Do you want negative feedback? Because I remember that too.

Note taker

Yes please.

Q4: Ineffective Feedback

Lead interviewer

Right we will proceed as you are; thinking of a time when you give ineffective feedback can you describe such a situation to us in as much detail as possible?

PAM7

[ineffective – giver]

Uum yes, I'll just start by giving some examples, of course I think a lot about these things all the time in my role I think it is important to be considerate how you do give feedback. Umm ineffective feedback sometimes I find giving feedback for instance you have a group of people and not all people go well together, and you get some insight from say person A about person B, that is a situation for me that is difficult to give effective feedback because you need to be fact based you cannot base feedback on rumours. You may see that this is an issue, but it is very difficult to give effective feedback to combine this with being true to the facts and at the same time address the issue so that is one I just like to highlight. That's when it is easy to not get the effect you are looking for.

Note taker

do you have an example to give where that was the case, just to sort of understand the ins and outs of it

PAM7

yes, I understand it was a bit cryptic but let's say that persons A and B are not cooperating very well for some reason, and they will have different opinions of the situation and then it can be very difficult because you need to be very careful to take either position in a way, you need to understand it but you can see that it's not doing any good for the team for instance so you still need to give some kind of feedback. One way to address it, as I have seen it, is to try to not construct but to get into a situation where this becomes real if you like and then you are part of it. That is sometimes the way I tried to address it.

Lead interviewer

Can you think of an example of where you have actually sat down with a specific person and talked to them about these things? When you sat down with a specific person and said "hey I noticed that you have some problem with this guy" or "I noticed that so and so, so I have something to tell you", during a performance appraisal for example, a specific example with a specific person? Can you give an example of that?

PAM7

Erm can you repeat it again with slightly different words?

Lead interviewer

OK so what you have told us right now is slightly general, a general philosophy about giving feedback when ineffective, but can you think of a specific situation, a specific experience which you have had with someone where you have sat down and had this conversation with them?

PAM7

Yes, you can sit down with one person and you can get into it in a way. But this person doesn't really relate to the situation they don't see it as a problem. And that is because you can have one person who is very open and direct and is used to conflicts cooperating with a person with sort of a different personality and they are both right in a way what in total when they co-operate it doesn't really or at least not the best cooperation if you like. I guess that was also quite general.

Note taker

In the scenario that you describe would you address the individuals separately or would you get them all into the same room?

PAM7

Yes that's a good question and often when someone is giving me, or describing a situation like this, I will often say that I cannot address this very specifically unless you are part of it. No I have not been in the situation where all the different parties have been sat down and discussed it.

Note taker

So the way that you have addressed it yourself when these situations come up, is to almost construct it like you say so that you're part of it so that then you can take that specific incident and address it with the individual?

PAM7

Yes, so try to see that in this meeting with that agenda I should be present because then that is likely that this will occur, the likelihood that the situation may well emerge.

Lead interviewer

Is this something that occurs regularly would you say in your workplace?

PAM7

No not regularly but they can be quite important things for the group dynamics. so typically, in a role let's say that you hold a role for approximately 3 years or something like that maybe a couple of times during that period. But it can shape your group dynamics quite a lot.

Lead interviewer

Do you have an example of a time where you tried to talk to someone about this and the message you conveyed hasn't been communicated when you walked out the room you felt that you didn't get to say what you want to say, "I don't feel like the person on the other side of the table understood what I was trying to tell them?"

PAM7

Yes, I think so because like I said you have to be a bit careful in sticking to the facts and then your message is likely to be not that clear in a way, and at the same time if you have a person which is quite comfortable with that relatively high conflict level, then you were back to a situation where I feel it is often ineffective.

Reference 2 - 5.26% Coverage

Q4: Ineffective Feedback

Note taker

when you speak about ineffective feedback can you think of an incident that you experience that and tell us how we go that was? you said that it happens one or two times a year have you had an instant like that that you've had to deal with lately or which one did you think about when you mentioned that

PAM7

the one I mentioned was maybe about 10 years ago I think one of the worst feedbacks I've ever got. I think my supervisor at that time was very stressed for different reasons so that is part of the picture of course, but a new routine had been introduced to the company - for any decisions above a certain level you should have a memo to describe it - and of course for one of the items in my area there was no memo because the new procedure came after, it came too late in a way, and then it was just a very non constructive feedback that "this is not good enough if you cannot deal with this you should find another job." and that is not very effective you simply start to browse for new jobs when you get feedback like that.

Lead interviewer

Yes not very constructive

PAM7

and it could have been given in a perfectly constructive way with another framing.

Note taker

so this was actually feedback that you received and did you get the opportunity to convey that to your supervisor at the time that you felt that it was less than constructive?

PAM7

no I did not but that is probably my mistake as well but I just felt that I didn't care to deal with it you sort of lose trust in this person immediately which is not a good thing.

<Internals\\PBF16> - § 1 reference coded [22.79% Coverage]

Reference 1 - 22.79% Coverage

Q4: Ineffective Feedback

Lead interviewer

Can you describe a situation where you received ineffective feedback please?

PBF16
[ineffective – receiver]

Negative, yes maybe in my last project I was given the feedback that I was too detailed orientated and it was a very detailed project and the two of us who basically did the project were both very detail orientated. we have received feedback from support that everything has worked really well afterwards because we had been so detail-oriented. Because even, I mean one status on a file if the customer doesn't want to see that file or wants to see or doesn't want to see that file in the portal then if it's not a 100% detail and then it doesn't work and it's really

sensitive with the project with the migrating all the new buildings from Company B or from Company Z to Company B. if not everything has been 100% perfect some customers could have seen other customers files, like drawings of ships and stuff technical drawings and it would have been really, I mean it would have been in news it would have been a lawsuit and everything so we were very detail oriented and I feel like giving that type of feedback is very unfair because it had to be, and I don't think the people in charge of the project understood because they don't know the work process and they don't know the details. luckily the co-pilot I had in Germany was asked detail-oriented and knew that it had to be perfect otherwise we couldn't have done it. I mean you can't put stuff out on the portal without making sure that all those product companies and this is what you see and this is what nobody else sees and everything like that. but that was after the project was over and I know myself that it had to be that detail oriented. so I guess I don't really care but I guess I feel it was unfair when people giving you the feedback when not really understanding what they're giving feedback on. they don't really understand the consequences. I could have just changed one number on a file and another customer would have seen that file and it would have been a disaster if you show the general drawing of a cruise vessel to the wrong customer it's just chaos. so they really didn't understand the project they were managing.

Lead interviewer

did they give any explanation to you as what being too detailed orientated meant, because as you explained it was very important to be detail oriented. did they come up with a counter argument, like that it took too much time or anything like that.

PBF16

no not really but I think that's probably what happened that they think it took too much time but we were saying the whole time along that we couldn't release the project until this quality QA had been done on all the files because there was a lot of programs that transfer the data and we had to do a lot of QA on it afterwards, and we tried to make these programs perfect in the beginning and it took too much time and every time the programmers change something, something else came up so at the end we said we'll leave it as it is now and then we have to do these and these things manually afterwards to ensure everything is ok. to even get started on the migration and they agreed on that but they didn't understand that cost that we had to do some manual QA afterwards. so I just think it's the lack of understanding down in the detailed level of what they are managing. some managers are just up at a high level and they had been doing migration of fleet and service first, which is not very detail oriented it at all it's just a status you have these surveys and this owner and this flag and this class notations and you can move that data from there but you don't move 10,000 technical drawings uploaded by 120 different companies and you don't mix. I feel that it's just that they didn't understand what we are doing and of course that's our job to make them understand as well but this was feedback after the project was over. but I felt it was unfair

Lead interviewer

from the project manager or project managers plural

PBF16

yes there was two project managers, one was doing it at the beginning and then the other at the end but they were kind of overlapping.

Lead interviewer

how long ago was this approximately

PBF16

about two years ago or two and a half years ago

Note taker

did you challenge the feedback, did you explain at the time when they said you were too detailed orientated

PBF16

no because I felt the project was over and it was just... no not really. just well that's there opinion but they don't know what they're talking about

Note taker

so it really meant nothing to you because you felt if there was a lack of understanding

PBF16

well I thought it was unfair but still I just talk to this the other co-pilot in the project and she agrees definitely. at least they wrote that I had good knowledge of the work processes which means I kind of knew what the detail level had to be, I mean I know the portal and how the information is shared with customers and the portal and the struggles they have there with all the different companies uploading drawings and some customers are supposed to see what other customers upload but not with others again upload and it is really a mess. if a company sees something that they shouldn't see it's really critical. we also have restricted designs where only some people in the company can see the drawings and it is really a delicate issue that I feel like at least the one project manager didn't understand it all.

Note taker

But the leader to the person that you were saying was the co-pilot, they did not get the same feedback

PBF16

No, no

Note taker

and you feel that was because they had a better understanding

PBF16

yes but that whole section has been reorganized so she doesn't have the same leader anymore he's actually not a leader anymore I don't think there's been a lot of the organisation and that side as well. I had lunch with her in Hamburg about a month ago so she is moved to a different position. but no no no she got good feedback and I worked really well with her and I wrote her boss after the project was over I wrote her boss a recommendation saying how happy I've been working with her and got positive feedback so I think he knows we did a good job (laughing).

Note taker

do you think that would have affected, I'm not mixing the incidents up, but the rating at the time the lack of understanding when giving a rating could have had a knock on effect of the rating you would have received that year

yes I think it affected my rating yes

Note taker

was that the same time I just realised that one was two years ago and the other was half a year

PBF16

known this must be then 2016 or 2017 rating

Note taker

but that didn't then make you feel that because it affected your rating that you have to get this message through to this person

PBF16

no I think it is certain stage you just have to kind of move on, it's too stressful to make a big deal out of it it's just better to move on. but I mean I haven't been in the situation in general in the company it's just been since that project and that project manager before that I've been basically very happy with my or much more happier with my line managers.

Note taker

but the Matrix system has been the same at all times the project manager which is closest to you but the line leader is the one that gives the MIP

PBF16

yes but I think in general earlier I've been in more like internal projects within the section not external projects like these two projects like this one that I'm in now and this larger one that I was in. that has been more external projects and I think that is also due to the re-organisation of the company and maybe not needing so many people in the section that I'm actually employed a lot of stuff happens at the same time and a lot of migration project and a lot of larger projects and been going on lately and due to this and not yet finished.

<Internals\\PBM17> - § 2 references coded [27.47% Coverage]

Reference 1 - 19.59% Coverage

Q4: Ineffective Feedback
[Ineffective receiver]

- He pulled up an email on his computer to illustrate his example of people having different mindsets having difficulties in communicating

- Ineffective feedback when communication is ineffective

- The concrete example:

    o He wasn't sure if the consultant was strategic or just stupid – if she was attempting to take information onboard and use it in her next job, or if she really didn't understand what was going on

    o Her feedback was received badly

- o   After the completion of the project, the managers asked for a summary

  - • She provided a 100-page summary

  - • PBM17 said he didn't need that much, sent her a template and said fill it, and she got back to him saying she needed two days, which he thought was way too much, she should be able to do it in a couple of hours

- o   "We're not friends *puking noise*"

- o   This was last year.

- o   She was assigned to the same project as him. Project managers are assigned just like everyone else, and do not pick their own project teams, hence her inclusion. He would not have included her.

- o   Her supervisor was surprised by this negative feedback, she had always gotten good feedback before

- o   Communication was an issue, something about a phone?

- o   The way she behaved in general was not to PBM17's liking, he felt like she did not work effectively and according to instructions

Reference 2 - 7.89% Coverage

Q4: Ineffective Feedback

Talking about Accenture and the woman

- –   Was her stupidity on purpose?

- –   He feels her inclusion was unnecessary, they could have gotten someone else to do the same job

- –   It is perceived that they were lacking internal resource/capacity

  - o   But in fact, he says, management do not always understand the competence of workers, and trust external consultants more than internal employees

- –   The structure is a bit special; there is a "sponsor" to the program, managers hire project managers for the projects, then hire workers

<Internals\\PAF1> - § 1 reference coded [23.44% Coverage]

Reference 1 - 23.44% Coverage

Q4: Ineffective Feedback

Lead interviewer

 thank you that's all for that situation, now I'd like you to think about a time that you have received ineffective feedback can you describe this situation

PAF1

[ineffective – receiver]

pausing, I don't know, I guess a time to be given too much praise when it feels out of place either due to the amount of praise or compared to the task you've actually done I understand that people are trying to be positive and reaffirming and all that, but this was after a rollout of a new way of working here and I was helping the facilitator and what I was doing was taking minutes basically. he was "oh my god this is so good", it was all just so out of this world compared to what I was doing I was just typing down what other people were saying. So, it felt like it was more patronising than it was actually praise, because of the magnitude of it in compared to what I was actually doing. so that to me just it doesn't make me feel good it doesn't give me anything to work with it just feels a bit like something you would just say rather than something you actually mean. it just feels like I have to remember praise everyone, so I guess that was actually a positive feedback that didn't work very well.

Lead interviewer

a positive feedback delivered in a poor manner

PAF1

Yes, it didn't do what it was intended to do

Lead interviewer

 did you feel that it was not personalized enough

PAF1

Yes, it did feel like it wasn't - either if it was personalised I would be disappointed how little he expected of me, but it did feel like it was more of a give praise to give praise rather than because I done an actual good job.

Note taker

Yes, this person, have you had other encounters and feedback where you actually felt that there has been effective as opposed to ineffective feedback, is this is a one-off or is this something that you felt?

PAF1

I did feel that this person, well not towards me, but in the fact that he is a facilitator so I did see him coach other people and he was overly positive and encouraging. that's very that's good but let's look at it another way, well you never say anything negative and nothing is ever bad or no you can't do that. I don't know if it was his personality or his role but he was very encouraging person where nothing is wrong there is no wrong question and answer, but let's look at it this way. so it was either just the way he was but he did do that generally in the session I did see him.

Note taker

did you get the chance to give any feedback to him?

PAF1

I did not, because I felt it for the work the group was gonna do it was a good thing, it kind of got them through it but for me personally I did not. so as a tool as a facilitator it was a better approach to it with that attitude when asked to give an actual feedback I'm not so sure. and also it's a different style than what I would have done but that doesn't necessarily mean that I should knock it. doesn't mean he's wrong.

Lead interviewer

when you say you would have done it differently can you come up with some examples that he could have done that would have made you feel that this feedback was effective rather than ineffective.

PAF1

what I felt was that he would let things go in the wrong direction go on for way too long and it would get into a deep hole before he will pull it back and to me, ok you maybe learn from making those kind of mistakes but it takes up a lot of time so to actually step in a bit earlier and say ok now we are going in the wrong direction or we're not going towards where we're supposed to be going and to guide them a bit sooner so that they wouldn't have to be all the way out into the trenches and then get back in. which is again I know different styles of teaching and letting people learn I'm pretty sure that in that group there were other people who had a different opinion than me of this but to me this was a bit too lenient.

Lead interviewer

too much of the hands off the laissez-faire

Lead interviewer

how long ago was this approximately

PAF1

three to four years ago

<Internals\\PBM15> - § 1 reference coded [5.28% Coverage]

Reference 1 - 5.28% Coverage

Q4: Ineffective Feedback

Note taker

And then can you think of a time you received ineffective feedback, and can you describe that.

PBM15

Yes. I have one example at least, from my boss. Which I haven't discussed with him, but this is anonymous, so… I was home with my sick son, he was ill. And then I got a mail from my boss that said that he expected me to work a little bit – it was written in bad Norwegian, even if he is totally Norwegian, but as far as I understood from the mail, he said that it was expected from me, or he expected from me, or he and someone else, because he wrote we expect or something like that, but I got an impression that it was not okay to be home with sick children… And I had a 20% leave with my other son at the time, so they expected… Or he said, I don't know if that was just to make an effective way of saying, maybe it was only him. But he said that they expected me to work in and not take a sick leave for that child. And I felt that this was very unreasonable. And it completely ruined that work, because I was sitting and working anyway, so it felt very unreasonable.

<Internals\\PAF5> - § 1 reference coded [10.57% Coverage]

Reference 1 - 10.57% Coverage

Q4: Ineffective Feedback

Note taker

Can I ask you to think of a time when you gave ineffective feedback?

PAF5

Yeah, one thing I always think about a - a few things in my life that I never forget! First time I was a leader I had this, also a team, and there was one person in my team who was also very ambitious, but not, in my opinion, as clever as he thought, and then I tried to give him feedback that he should double-check the work he was doing, trying to give it some more thought, and he was always overselling, you know some people are overselling like, this is the greatest coffee in the world! But the Norwegian way is more like, yeah, it's coffee, and it's then the world's greatest coffee. I don't know if you've come across people who go like yeah I've done a bit of skiing, and then they're ski champions, yeah. And then I was a bit – I was probably not poorly prepared, but not as good as I could have been, in trying to find the right words, and then I was a bit stressed, and I was… I had hurt my back I think, so I was not in the best way. And then I managed to say to him that it was not very Norwegian to do it that way, and that was like the worst thing to say, because he is Norwegian, he is born in Norway, but with Pakistani parents, so I sort of stabbed him in a very – yeah, he was furious. I actually think of him as Norwegian, so I was just – the behaviour, and then it was unclear, and yeah, I stepped on toes. I felt bad for a long time, but we're good friends now, so it's not a problem, but he received it poorly. And then we started with the grades – we started with the grades in 2007, I think, where I worked before, so I'm looking forward to getting rid of them, because it's very bad for giving feedback, because you have to give someone – and maybe you have to give someone… You have to give the average of the middle grade, meaning that if you want to give someone a good grade you need to give someone a bad. And that's not very helpful feedback; you're a 2. And then they ask why, and you….

Note taker

Well, because he's a 5.

PAF5

Yeah.

Lead interviewer

So it is sort of like a ranking system, someone has to be at the top and someone has to be at the bottom, sort of?

PAF5

Yeah. We had – the way we did it then, was that we have 1 – I think it was described then actually as grossly insufficient, so then, that was sort of, okay, you're out. If you got 2 and you're new in the position, that's fine, you should sort of start by default on a 2. 3, you're doing as you should. 4, you should be promoted soon, 5 is also a bad grade, because then it is questioned, why are you still in that position. So that's how they used the grade. But it becomes a focus, because your bonus is then linked to your grade, and it becomes important for people what they get, I mean they get – in our case, if you got a good grade, you got 14% of your salary in a bonus, and if got a poor you get 7%. So it's a good chunk of money. This time I was promoted to head of team, and suddenly your friends become – and then we were working in project teams, so I had limited sort of – last time I didn't hire people… Actually I got one fired but that's a long story, but really, you were just working in projects and on the side, you were doing a bit coaching or… The only thing you were doing was giving them

grades, and that was – with no training. And also you had UK leaders were much tougher than the Norwegian leaders, who were like, ah you're a good guy…. 4! And then we had alignment meetings for weeks trying to figure this out, because you had – I hate the grades.

Note taker

So that was a process that you felt did not support a good feedback session, really?

PAF5

I don't think – at least now, do you know the feedback system we have now here?

Note taker

I just know you're getting rid of the grades.

PAF5

So now almost everyone gets a 2, like the middle grade, and only if they are about to get fired they get a 1, and then if you're extraordinary, you can get a 3.

Note taker

Okay, so they haven't gotten rid of it, they've just made it clearer, and so that pretty much everyone is on the same ground, and…? Yeah.

PAF5

Yeah, I don't think they call them grades, but since we are mathematicians, we quickly call them 1-2-3. But in summary, there is no real grades, yeah. And it upsets all the US-UK people.

Note taker

They like grades.

PAF5

They like grades, yeah! And everyone else are like ah yes, now we can focus on work and not the grades.

<Internals\\Nikoline> - § 2 references coded [10.49% Coverage]

Reference 1 - 4.65% Coverage

Q4: Ineffective Feedback

Note taker

No. Then can you think of a time that you received ineffective feedback, and describe this in as much detail as possible.

Nikoline

Okay, in order to understand what you're looking for, what do you mean by "ineffective feedback"?

Note taker

Well, that's actually one of the things we are trying to look at, what does it mean to you as a person? Because it's your perception of what is ineffective, and that's what we're wondering - whether there's something there.

Nikoline

Okay, so…

Lead interviewer

Take your time coming up with an example, we're not in a hurry.

Nikoline

No, it's fine, I'm thinking like, what kind of feedback I get, and if I feel it's ineffective, or if it's effective… I think it would be easier to say effective first, but if you're looking for –

Note taker

We can change around just in case the framing makes a difference, but if you're more comfortable thinking about effective –

Nikoline

That's the first thing I'm thinking of, it's…. No, but of course, like… You get feedback on your work, but I also feel like, you also don't get as much feedback as you maybe want, or need, so when you get that feedback you – or when you *don't* get the feedback, maybe that's… That also means that something is okay, so probably, when you get feedback, there is something my supervisor wants me to change, so maybe the ineffective feedback is also… Not the feedback.

Reference 2 - 5.84% Coverage

Q4: Ineffective Feedback

Note taker

No, we can come a little bit back to that. And now I'll try to press you a little bit of an incident where you got ineffective feedback… Yeah, I don't know, I don't want to lead you anywhere at all, because it should be your thoughts of what ineffective is. But just think about, in your career, whether you've had feedback where you've gone out like, well that was useless, or thinking, that's an hour I'll never get back. That sort of feeling of, what was the point of that? It doesn't have to be formal, it can be informal as well.

Nikoline

I can't really come up with something's that's really – of course you have meetings, with people, and… But it's not really feedback. No? Maybe, I don't know, I think about all the feedback. You can always – no I haven't gotten any feedback where I've been thinking that, okay, you say that, that's not true, or I'm not going to think about that, that's ridiculous. So maybe I haven't been working too long, but yeah, not in the game, I don't know…

Note taker

No it could just be that you're very fortunate, actually, or it could be that you take feedback extremely well, and think about it.

Nikoline

I don't have like this feeling or a situation that I really remember. If I do come up with anything, maybe I can contact you for another interview, but I…

Lead interviewer

That's an interesting statement in and by itself, that you've never received anything that's obviously standing out in your head as this is an ineffective feedback session. But can you construct a purely hypothetical where you go, this would have been a poor feedback situation, can you imagine what sort of feedback session would lead you to think, this was bad? This is ineffective, this is not giving me anything, stuff like that.

<Internals\\PAM13> - § 2 references coded [0.17% Coverage]

Reference 1 - 0.09% Coverage

Q4: Ineffective Feedback

Reference 2 - 0.09% Coverage

Q4: Ineffective Feedback

<Internals\\PAM8> - § 1 reference coded [9.75% Coverage]

Reference 1 - 9.75% Coverage

Q4: Ineffective Feedback

Note taker

So I'd like for you to think about a time that you gave ineffective feedback to someone, and describe in as much detail as possible about that incident.

PAM8

How do you define ineffective? Do you define ineffective as being in, not the right way to communicate feedback, or do you define it as being not valuable feedback, if you see the difference?

Note taker

I do see the difference, and that's something that we're actually trying to look into, what do people consider ineffective? So it's really your perspective about how that was, why, and so on.

PAM8

Okay. Effective for me, I define it as getting the result I want, in a way, or making the progress I need. So… This was not in my current role, but I came into a position where this person who was working for me had this role in an earlier job. So how happy this person was that I was leading the team I'm not sure, this person was a lot more senior at least. And this person was extremely passionate about their work, a workhorse, nothing to say on the engagement etc, but the way that person did their work, and the way that work could be done in a different technological setting etc, there was a gap there. So we sat down to try and understand – to try and… The feedback was – or maybe it was more instructional, but the feedback was about how should we get the best about these deliveries now that the setting is changing and the technological enablers are in another place than they were over the last ten years, for example. So I think I started with a concrete statement on

where I saw that they laid the land, in a way, and I tried to fix – I tried to come with a suggestion, I think, on the fix, and – this was a female, so that's even worse…. A little side joke there… So I think immediately, I could see that the walls went up, because this person was really performing and engaged and delivering, but not as maybe as effectively and efficiently as value driven as it could have been, and I think technology had a role in there. So I came with a suggestion of a fix, instead of discussing the problem I think, and instead of leading that person to identify the problem rather than me doing it. And then I had a lot of fixing to do afterwards in terms of cooperation and – it really built a wall between us, I think.

<Memos\\Context nodes memo> - § 12 references coded [29.87% Coverage]

Reference 1 - 4.61% Coverage

The only thing you were doing was giving them grades, and that was – with no training. And also you had UK leaders were much tougher than the Norwegian leaders, who were like, ah you're a good guy…. 4! And then we had alignment meetings for weeks trying to figure this out, because you had – I hate the grades.

Reference 2 - 3.54% Coverage

it was quite a long time ago actually that I had a MIP conversation with my manager but I would say that it is very formal and it doesn't show a relationship, or a direct relationship to the adjustment. It has become a more formal process

Reference 3 - 0.92% Coverage

where we try not to spend too much time on doing this session.

Reference 4 - 2.90% Coverage

t's a waste of time, they are formal, and they have some mysterious things where – I don't like being graded. I hate it – and I don't like that it's connected to my salary in ways they don't tell

Reference 5 - 3.50% Coverage

I just hate that system. It is really such a waste, and it takes so much time, and the managers are completely – oh I have a performance appraisal, and then they're out for a month, and no one can see them. I don't think it's worth it.

Reference 6 - 2.37% Coverage

I guess I don't really care but I guess I feel it was unfair when people giving you the feedback when not really understanding what they're giving feedback on.

Reference 7 - 2.98% Coverage

So I am working on projects which the manager is not participating in, it is a type of project that you do not receive feedback after the project so my line manager probably doesn't know how I perform

 I always dread those meetings. I don't like them. He manages to make me feel a little better, because I can talk for a while, but… Yeah. I've asked him to visit me where I work, because I've worked away from him for five years, I see him once every year, and he works 200 meters from where I sit. It's really not – I think it's a joke.

I was on an internship a long time ago when I was doing my PhD, it was the first time I had to work

it was the first time I was encountering something that was really completely new

a new routine had been introduced to the company

after a rollout of a new way of working here

<Memos\\Feedback nodes mind map memo> - § 3 references coded [23.88% Coverage]

no I haven't gotten any feedback where I've been thinking that, okay, you say that, that's not true, or I'm not going to think about that, that's ridiculous.

I guess a time to be given too much praise when it feels out of place either due to the amount of praise or compared to the task you've actually done

Ineffective means for me that I get some feedback that I find valid but is not followed up. that I regard as negative for me.

<Memos\\Goal> - § 1 reference coded [7.02% Coverage]

Reference 1 - 7.02% Coverage

basically we're supposed to prepare our goals so we have a process of dividing goals and you can choose the division goals or division or department goals and my personal goals so normally my personal goals some goals like improve my knowledge in some areas or develop myself in these product areas improve for example Norwegian

<Memos\\In Vivo quotes> - § 4 references coded [6.92% Coverage]

Reference 1 - 1.81% Coverage

then I think "why does that person have this issue with me?" and you think a lot about it and you' adjust your behaviour to fit somebody who is a really difficult and challenging person. Why?

Reference 2 - 1.75% Coverage

Note taker

but you probably would have still challenged had there been something that was relevant?

PAF6

I wouldn't have. I actually said to myself this is like an *intellectual me too*.

Reference 3 - 2.94% Coverage

It's a waste of time, they are formal, and they have some mysterious things where – I don't like being graded. I hate it – and I don't like that it's connected to my salary in ways they don't tell, I would rather have lunch with him or something informal and talk about work. It's the grading and salary thing.

Reference 4 - 0.42% Coverage

it can shape your group dynamics quite a lot

<Memos\\No follow-up memo> - § 1 reference coded [15.55% Coverage]

Reference 1 - 15.55% Coverage

Ineffective means for me that I get some feedback that I find valid but is not followed up. that I regard as negative for me.