Inspirometer Strategy Guide

How to work with spontaneous feedback

How will your Inspirometer add value?

Wouldn't it be comforting to think that our Inspirometer's value lies in how it affirms us in what we are doing, and provides us with encouragement to continue doing it?

Indeed, some of its value does arise out of positive feedback, and the increased confidence and energy that brings. But if that means that we simply continue doing what we have always done in the way that we have always done it, then any objective assessment of the Inspirometer's value-add would be likely to rate very poorly.

Inspirometers need to drive improvement

The fact is, unless our use of the Inspirometer helps us to come up with new ideas, grow our relationships, find ways to be more effective, and to do things more efficiently, then it is relatively worthless.

To get real value out of your Inspirometer, things are going to need to improve in some way, and that means looking for the data that will identify the need to improve. For as long as your Inspirometer is only telling you that you are perfect exactly as you are, its value to you and your potential is very limited. The Inspirometer adds its most significant value where it identifies scope for improvement - where it tells you that you are not doing as well as you might think you are!

Keeping a balance between affirmation and challenge

However, while we need to identify gaps in our performance to learn and grow and achieve our potential, we also need praise to provide us with the energy and encouragement we need to close those gaps, and to affirm us in our progress. The skill of using the Inspirometer lies in finding the right balance between affirmation and challenge.

About this guide …

This short guide is written to help you achieve a good balance to your feedback. In it, we cover:

1. Developing a constructive attitude to feedback; what it is, and what it is not
2. Identifying your feedback priorities; taking control of your performance
3. Setting up an effective feedback strategy
4. Using feedback to enable improvement

The guide will help you think through your approach to getting the very best out of your Inspirometer. It is not a technical guide on which buttons to click (see *'Getting started'* from *http://help.inspirometer.com/pdfs/*), this is a guide to help you reflect on the more 'human' aspects of Inspirometer feedback.

1 Developing a constructive attitude to feedback

The role of feedback

The first step in achieving the right balance between affirmation and challenge is one of developing the right attitude to feedback.

You are seeking to become more effective. Your effectiveness is a function of how well your interactions transfer value between you, your colleagues and your customers. Feedback is a means of gaining an understanding of how well those interactions are achieving your purposes.

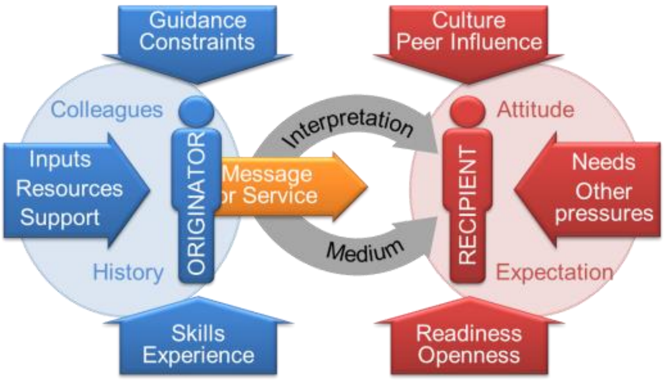
Where your performance depends on others, feedback is an indicator of that performance and will help you to understand what can be improved. But it is vitally important to recognise that the feedback is a measure of those interactions, NOT OF YOU!

You are not your feedback

So how is a measure of your interactions not actually a measure of you?

Every interaction that you have involves at least two people: you and the person that you are interacting with. This is true even if the interaction is written, and the reading of it is a time and a distance apart. Your performance is a function of how productive these interactions are: how accurate, relevant, encouraging, informative, efficient, timely etc.

However, you do not have full control of the interaction: both parties have an influence; their baggage and understanding is a factor; the context of the interaction and the environment both have an effect; and there are numerous other aspects which will have a bearing on the outcome (see below).



Therefore, when your respondent provides feedback on their perceived value of the interaction, they are evaluating the net impact of all of these things, and you are just one part of that.

The perils of identifying with your feedback

Sadly, we tend to overlook this point, and this creates an emotional backlash to feedback.

Logically, we accept that feedback is both important and good for us, and that we need to seek it, but we often resist it subconsciously because of how we fear it may reflect on us, and on who we are. It is not that we consciously avoid seeking feedback, it is just that we subconsciously find reasons to delay it, or to deprioritise it, or to dismiss it altogether.

Trying to make feedback fair is counter-productive

The fact is, seen from the perspective of it 'being a measure of you', feedback is 'not fair'.

Furthermore, the more we try to make it a fair reflection of who we are, the more we seek to adjust what it says, limit it to things entirely within our control, and rationalise out the bits we don't like. As a result we weed out the really important information about the obstacles around our interactions that are undermining our performance and blocking us from achieving our potential.

We need feedback to be 'unfair' because a lot of what we need to improve is about the things that make it 'unfair' - the things around the interaction.

Feedback is a fair reflection of your performance

Even though the feedback is not measuring you, it IS measuring 'your' performance in impacting others, and that performance will be a factor in your success.

The reality is that your performance is affected by a number of factors, not all of which you can control. In many ways, your performance is as unfair in its reflection of you as your feedback may be.

But, unfair or not, your performance will determine what you can achieve. And you can control (or at least influence) far more of the factors affecting your performance than you may realise. It is an important fact to recognise: That successful people tend to take control of far more of the factors that affect their performance than their less successful colleagues.

How do you take control?

The first step in controlling these factors is in understanding their impact, and that is where you need feedback. Without feedback you may be oblivious to the importance of these factors, but the feedback shows you where these factors are an issue, and helps you to deal with them and monitor progress.

How mature is your attitude to improvement?

Which of the following statements reflects your most frequent perspective on issues?

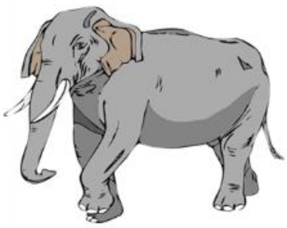
0	My service is perfect (in its own way) - the problem lies with others
1	My service is not perfect but there is no point in me fixing small issues until the others fix the big ones
2	The big problems may lie with others but if I can improve small things, it still helps
3	The problems may lie with others , but I still have a responsibility to help them
4	Any problem, anywhere that affects overall performance places responsibility on us all to work together to fix it
5	Any problem with anyone I touch is an opportunity for me to find creative ways

In summary: A constructive attitude to feedback

Your performance is not 'you' - it is a whole load of other stuff as well. Feedback does not rate who you are as a person, it only measures your performance through your interactions. But it is YOUR performance, and you need to take control of it if you want to be successful.

2 Identifying feedback priorities

Taking control of the factors which affect your performance is a step-by-step process.



How do you eat an elephant?
One bite at a time !!!

You do not need to improve all aspects of your performance at once, and to attempt to do so is likely to be overwhelming and counter-productive.

The truth is that your performance is largely okay - you would like to be more effective, but you are currently 'effective enough' to get by. There may be lots of things you could improve, but we all have a practical limit to the rate at which we can efficiently learn and adopt change.

For this reason you will be best served by prioritising the areas where you initially seek feedback. This may be something you do individually, but for many this may be something you work through as a team or even as an organisation.

Steps to determining where to focus first

If you are part of a company scheme for improving the quality of feedback, then it is likely that some of your priorities may have been determined for you. But if not, or if you would like to supplement these with some priorities of your own, then we would propose the following steps, which we will outline in more detail below:

- Develop a complete picture of how you (hope to) add value through your work
- Determine your criteria for how you will prioritise these for feedback
- Apply the criteria and select your initial (next) areas for feedback

Developing a complete picture of how you add value

Job value can become obscured over time

All jobs add value. If they didn't, there would be no commercial justification for maintaining them.

But jobs evolve over time, and they often adjust to accommodate needs or compensate for issues, and the people who have been doing them for some time can drift into taking certain aspects of their work for granted. As a result, it is not always easy for someone within a job to immediately see all the different ways in which they add value. Very often, the job is just the job; we understand what we do, but we don't always think about “Why?”.

Seeing value from a different perspective

Therefore it sometimes helps to have a few questions which can prompt us to think about our job in different ways to identify these channels of value.

Think about the following question: If you personally (or your team, or your department depending on who the feedback is to serve) did not turn up for work, ever again, and no one else covered for you, who would suffer or be inconvenienced, and in what way?

Make a list of your answers. We would recommend that you list your answers in a table with space for several columns, the first two of which would be: 'Who would suffer?' and 'What would not happen for them?'.

Stakeholders and services

We will refer to these columns as your 'stakeholders' (which may include different customer groups, colleagues, partners, suppliers etc.) and your 'services', so it may be useful to label them as such.

STAKEHOLDERS *'Who would suffer?'*	SERVICES *'What would not happen for them?'*	

To help you with this, think through your average day / week / month and what would not get done.

Some of these things may have an immediate and pronounced effect, and these are likely to be the first items in your list, but some effects may be more subtle and take longer to show (even though in some cases this impact could be more damaging in the long terms than the immediate effects).

Try and list down all of the people who would be affected, in any way, as a result. Don't forget to include yourselves in the list - your work also impacts yourself and your development.

Your first cut does not have to be perfect

Please do not worry that your list may be incomplete. It is likely that your initial priorities will be included within it, and when you revisit your list to find new priorities, you will have developed your understanding in a way which will help you to identify further ways that you add value.

Looking at the services in more detail

Once you have your initial list, create a third and fourth column for your table.

In the third column, write down the mechanisms you currently use for delivering your service to each stakeholder (is it a meeting, an email, a document, an item, a record, …?)

In the fourth column list down the most likely consequences of each of your stakeholders not receiving that service - what is it that will most likely suffer for them and for their own work?

If you are not sure of your answer to the last question, this could be a really good time to ask them. You could also ask them about what qualities in your service are most important to them being effective in their own work, and list these in column five.

Continue to refine your list over time

Once you have completed this, you should have a much better picture about how you add value and to whom. As you seek to improve your effectiveness, this is an important document to keep and maintain. Revisit it frequently and update it with new insights as they arise.

Determining your criteria for prioritising feedback

What feedback will be of most use to you?

Your complete list of stakeholders and services is probably too extensive for you to consider setting up feedback across all of them, so how do you prioritise within the list? The following questions may help you to think this through:

- Are you trying to develop new skills or approaches?
- Are you wanting to improve particular relationships?
- What are your colleagues or business partners focusing on?
- What is most important to your business? Or to your career(s) and development?
- Where do you see the most waste or complaints?
- What would you most like to see change?

As you think about these questions, you may conclude that you want to prioritise on importance, or problems, or dissatisfaction, or potential, and you can go back through your list and rate them on one

STAKEHOLDERS *'Who would suffer?'*	SERVICES *'What would not happen for them?'*	MECHANISM *'How is the service delivered?'*	CONSEQUENCES *'What value would be lost?'*	QUALITIES *'What are the most important?'*

or more of these things.

Understanding the practicalities of feedback

However, before you make your final selection of your feedback priorities, there are a number of other very important criteria to be considered for each of your initial priorities—these are reflected in the side-bar on the right.

Apply the criteria and select your areas for feedback

Calculate your priorities …

Feel free to extend the columns of your table to capture how well each of your stakeholder/service combinations rate on your chosen criteria.

It sometimes helps to combine the results of how well they meet the criteria mathematically - this gives a clue as to which may be the best candidates, but the final selection should be made on your judgement rather than determined by the numbers.

… but do not be bound by the numbers

Personal or collective ownership is a vital part of making progress in this area, and the emotional components involved do not always translate well into numbers. As Einstein put it: "We should take care not to make the intellect our god: it has, of course, powerful muscles, but no personality".

The numbers may help you narrow down your options, and they may help you keep in mind all of the aspects that are important, but the final decision needs to be one that you 'feel' is right for you and your team.

3 Setting up an effective feedback strategy

A problem well stated is a problem half solved !

(Charles Kettering, Head of Research, GM).

The Inspirometer is a spontaneous feedback system.

In this section we explain what we mean by that. We also explain what advantages this provides you over survey based approaches, and the principles you can adopt to fully realise those advantages.

We then go on to explain how you can best adopt these principles (and others covered previously) into

Prioritising your initial options for feedback

Some questions to consider ...

Is it practical to gather regular feedback on this topic? There needs to be sufficiently regular interactions taking place to gather meaningful data, and there needs to be a relatively easy way to gain feedback on those interactions, e.g. via follow up or attaching a Tag (see the next main section)

Is this topic one in which your stakeholders will help you to improve? Making progress requires that your stakeholders are willing to work with you on this; to provide regular honest feedback, and to work with you on solutions that may involve them in additional work or research. Even though you will eventually have to win over awkward and overly demanding stakeholders, they are rarely the best place to start

Is this topic one where it will be relatively easy to make progress? Early wins are psychologically important for building the resolve to take on tougher projects. They also help you to refine your approach so that you are better equipped for those projects. There is nothing wrong with starting easy. The key question here is do you already have some idea of what might be required, and are you relatively confident that it can be delivered?

Do you (and/or your colleagues) feel 'ready' for feedback on these topics? The attitudes described in section 1 take time to develop, particularly where the context is somewhat political or emotionally charged. Asking for feedback can be seen as making yourselves vulnerable - removing defences that you have needed to get thus far. It may take a bit of time before you feel sufficiently comfortable to do this in some situations, so we recommend that you lean toward those areas where you do feel ready; perhaps where the environment is more supportive of you as a person or team.

Do your feedback areas reflect a healthy balance between challenge and affirmation? In the introduction, we explained that while we need to find areas to improve, we need to balance this with the affirmation which maintains our energy and enthusiasm. Please bear this in mind while selecting your initial priorities.

your own practical feedback strategy:

- The principles behind an effective feedback strategy
- Practical steps to implement an effective feedback strategy

The principles behind an effective feedback strategy

The nature of spontaneous feedback

Let me ask you 'How do you feel about this article so far?'

There is a good chance that you would respond quickly. Perhaps a phrase like *"Fine"* or *"Good"* or *"Really enjoying it"* immediately leaps into your mind, almost automatically, in response to the question. *(Of course, this is a somewhat unfair survey because the people who would have responded "Rubbish" never made it this far).*

This type of response we refer to as 'spontaneous' because it is in the moment of the experience (or immediately afterwards) and it is relatively automatic – it taps directly into the emotional state of the recipient and largely bypasses any need for intellectual processing of the question and answer.

Spontaneous responses have deeper roots than we may think

So what do you mean by "Fine" or "Good"?

If you thought about it, you would probably come to the conclusion that your feeling arose from a combination of factors: clarity; flow; ease of understanding; relevance to your interests or needs; use of illustrations; inclusion of new ideas; accessibility etc. - in different proportions depending on your situation and preferences.

But above all, you probably mean that the combination of all of these factors means that you can see the content being of interest or use to you in some way at some time; that you feel the value you are getting out of it is worthy of the effort you are putting in to reading it.

Spontaneous responses reflect 'value'

The point is that tapping into your emotional persona provides a quick, easy and relatively accurate measure of the value you are experiencing.

Conversely, if I asked individually about all of the factors on which you are basing your response, you would need to think about each one, it would not be quick and automatic, and nor would the sum of those answers necessarily reflect the extent to which you actually realise that value - whether it really has added value to you in practice.

Spontaneous responses are 'self-fulfilling'

So what happens when the article is brilliant, but you think that it is rubbish?

I might think that is an unfair judgement on the quality of the work - but is it? Remember, I am not seeking feedback on me, or indeed on this article per se. What I am seeking feedback on is the value of the interaction between the article and the reader, as perceived by the reader, and the value of the interaction is to all intents and purposes exactly what the reader believes it to be.

It does not matter if the article is the most informed, erudite and compelling guide ever written - if the reader believes it is valueless, the reader will act as if it is valueless, and therefore no practical value has been transferred.

Spontaneous responses are advantageous

Asking emotional questions around value therefore has a number of advantages: They are quick and easy to answer; they are more likely to get answers; and the answers are more likely to reflect what is important.

Problems with the 'survey mindset'

It is therefore somewhat unfortunate that individuals and organisations seeking feedback on their interactions tend to ask an involved series of more complex questions which require a logical response.

The resulting disruption to the respondent's day means that they are far less likely to respond, and therefore they get asked far less frequently, and therefore the questions need to accommodate a range of interactions, and therefore the questions risk getting more complex and involved, and so on.

The upshot is that, in many cases, feedback has evolved into a series of annual surveys which, while being of some use to the organisation as a whole, are of significantly less use to the individuals providing the service.

Counter arguments in respect of surveys

Those who are more disposed to the survey-type approach might argue that it is not possible with a simplistic system to (a) cover all aspects of the service and (b) fully understand the causality to solve the problem.

Spontaneous feedback can be used more broadly and frequently than surveys

The first of these challenges can be answered by the fact that the breadth of the service is covered by the breadth of interactions.

Since the 'simple' approach can be applied to individual interactions, they automatically cover the whole breadth of the service provided.

Furthermore, they solicit that feedback in real-time so responses are more plentiful, timely, and fresh in the mind of the respondent (in this case, the person actually using the service rather than the person filling in the survey on their behalf).

Problem awareness and problem analysis are two different processes

The second challenge arises from a confusion in respect of what the feedback is for.

The feedback should initially focus on whether a problem exists at all. If it is established that there is a problem, there are far more effective tools to focus on identifying and solving the specifics than a blunderbuss of questions across all topics. These approaches are explained in section 4.

Principles for ensuring a good flow of feedback

So how do effective spontaneous feedback strategies differ from the survey centric approach described above? How do they keep responses short and intuitive, and yet gather the range of detail necessary to make progress.

The answer can be found in a number of basic principles listed in the sidebar on the right.

Your Inspirometer has been deliberately designed to fulfil these principles, but it is important that you bear these in mind as you use it to present your question to your stakeholders.

Principles for ensuring a good flow of feedback

In respect of soliciting spontaneous feedback:

Brevity: Keep questions brief so that they are easy to answer. Ideally use only one question; a question which is quickly assimilated by the respondent, and which is answered in the respondent's mind without them really thinking about it

Proximity: Question something that is still fresh in the respondents mind so they can answer in the flow of their current mindset. Spontaneous feedback should not require them to disrupt their thinking by requiring them to think back to a previous event

Engagement: Spontaneous feedback often uses simple graphic images which the respondent can identify with, and which are attractive to interact with. For value-based feedback these are often a set of smileys. Furthermore, engagement can be further enhanced by placing friendly words adjacent to the Tag, for example ‘How am I doing?’, and by highlighting that responses take just one click

Selectivity: Spontaneous feedback opportunities should be sufficiently frequent, dispersed and innocuous that the Respondent can choose which aspects of which interactions to provide feedback on, with the implicit understanding that all unrated interactions are 'okay'.

In respect of utilising spontaneous feedback:

Intelligibility: The meaning of the feedback should be able to be understood in context and combined with other feedback to reflect patterns and trends that enable more systematic analysis of the effectiveness in the interactions

Responsibility: Spontaneous feedback should be made directly available to the person responsible for initiating the interaction; the person who understands the context for it, and who is best placed to respond to it in practical terms

Timeliness: Spontaneous feedback should be available immediately after the interaction (or as near as possible) so that the understanding of the context is still fresh, and so that ineffective interactions may be redeemed quickly

Relevance: Spontaneous feedback should be directly requested by the person receiving the feedback, so that they have an active interest in doing something about it

Efficiency: Spontaneous feedback needs to be collected and utilised efficiently so as to have minimum negative impact on the productivity of the person requesting the feedback

Steps to implement an effective feedback strategy

We would therefore, on the basis of the principles explained above, recommend you consider the following steps. These will help you to develop an effective feedback strategy :

1. **Prioritise your feedback targets:** Create a table of who you impact through your work (stakeholders) and how (services etc.) according to the process laid out in section 2, and use the process to determine your priorities within that. From your table, and for the priority stakeholders, identify on which specific interactions you intend to seek feedback. Remember to keep a balance between challenge and affirmation.

2. **Identify your primary feedback question:** Prepare one key question that will determine the recipient's satisfaction with the value that they have gained from your interaction. This may be as simple as *"How satisfied were you with …?"* or *"How do you feel about …?"*. Seek to phrase the question in a way that can be answered by a series of smiley faces. Use column 4 of the table (consequences) to help you think this through. You can find guidance on model questions in appendix A.

3. **Determine the type of Tag you will use to solicit feedback:** Identify the key mechanisms by which the interaction is delivered (column 4 of your table) and determine the best way to request and enable feedback from the client via those mechanisms. Your Inspirometer provides you with a range of options for this, including: smiley faces, widgets, plain hyperlinks, QR codes, follow-up emails, and even the basis for NFC tags or interactive screens. For further guidance, take a look at the appendix B.

4. **Consider providing options for further feedback:** On occasions respondents seek to supplement their initial response with some sort of differentiation or explanation of their response. The Inspirometer provides the means (after the initial response) to offer the respondent the opportunity to include a comment & rate up to 3 different aspects of your service. You need to choose whether it would be beneficial to include these options.

5. **Decide whether the feedback will be anonymous:** The Inspirometer provides an intrinsically anonymous feedback system, but it can be configured to capture additional information on the respondent. In internal situations, anonymity can help increase the authenticity and volume of spontaneous responses. In external situations, attributable 'frankness' may be less of an issue for the respondent, and it may assist you in rescuing problem situations quickly.

6. **Configure your Inspirometer:** Set up your Tags according to the conclusions you have reached in steps 1 to 5. Your 'Getting Started' guide will help you to do this *(http://inspirometer.com/pdfs/)*. If you want your Tag to return further context information, you can do this by means of embedded codes within the Tag. The guide 'Coding Tags for contextual data' provides simple guidance on this.

7. **Talk to your stakeholders about what you are doing:** Meet with your stakeholders and run them through what will happen and how you will use the results. Make adjustments if required and gain their commitment to provide regular feedback and to work with you to improve the effectiveness of the interaction to you both (or, from their perspective, 'your service to them')

8. **Begin to seek feedback:** Implement your Tags and monitor the feedback on your dashboard. Schedule an early review with your stakeholders to understand how these are working from their perspective. Use the feedback to improve the effectiveness of your interactions (see section 4). Regularly (but not too frequently) update your stakeholders on what you are doing with the feedback and its benefit to you (and them)

9. **Keep the feedback system relevant and appropriate to what is needed:** Your improvements are only of value if your customers recognise that value. If they do, they will also recognise that it is in their own interest to provide you feedback. For this reason it is important that you maintain dialogue with them: Keep them updated on what benefits are emerging from the feedback; adjust the questions to suit their needs; encourage them to feel a co-responsibility for the outcomes; and regularly reconsider your strategy with them. Discuss with them how the process of capturing feedback might be adjusted to ensure performance is maintained but with minimum overhead in providing that feedback

10. **Move onto your new priority areas:** Use your table to continue to guide your use of feedback and help you to realise your potential. If you complete your table, it may be time to rethink things. No matter how good we are we can always improve; the day we stop learning is the day we start dying.

If you are serving all of your existing stakeholders as best you possibly can, it is most likely time that you took on new responsibilities and a more challenging role in which others can benefit from your experience, and you can find new opportunities to grow.

4 Using feedback to enable improvement

As you gather your feedback over time you will develop a picture of how the effectiveness of your interactions varies. If you have picked the right interactions out of section 2, it is very likely that there will be a gap between the value you are seeking to provide to those stakeholders and the value that they appear to experience. But, at this point, that may be all the information that you have, so how do you move forward?

Making full use of the data you have

In some cases the answer may be obvious:

- The pattern in the type, timing and source of the responses may indicate an issue that you have suspected for some time
- People may have included comments and additional ratings with their feedback, and these may provide sufficient clarity as to the issue
- You may already know the problem, but you needed confirmation of its scale and effect

Using existing data as a springboard to additional research

In many more cases these data may be missing or inconclusive, and you will need to gather more facts to reach meaningful conclusions. This may be seen as a disadvantage over the survey type approach, but it rarely is:

- Despite its wide ranging enquiry, it is very common to find that the survey still does not contain all the data you need to identify the real problem. Furthermore, the data you do have may be thin on the ground and not fully representative of your stakeholders
- People are more keen to answer further questions when they know they have only told you the basics, than if they have just struggled through a comprehensive questionnaire
- With spontaneous feedback, you are likely to have responses from a far wider range of stakeholders, and therefore have a greater pool of people to supply the additional data

Systematic improvement

In driving improvement, you will need to go back to ask further questions of your stakeholders, but before you do you would be well advised to review all the data you currently have and set up a systematic process so that you use their time efficiently.

There are a number of systematic tools to enable improvement through problem solving. They normally consist of a number of steps which help to ensure that any problems are permanently fixed first time around. The tool we are going to illustrate here is called PROBLEM, which is a mnemonic for the seven steps of the tool: profile; root-cause; options; balance; launch; evaluate; maintain.

Profile

Gather as much information as you can from the data that you have already collected, and look for patterns and associations within it.

Clearly define the gap between you current position and your desired position in terms of the profile of satisfaction/value-add (what proportions of interactions achieve what levels). Then review the data to see if there are any meaningful patterns associated with locations, timings, stakeholders (if feedback is not anonymous) and additional data such as comments.

Root Cause

Use your profile to identify who you want to speak to and the questions you want to ask. Even if the feedback is anonymous, you will likely be aware of which stakeholders are the more astute and helpful, and you can approach them with your data.

Explain the gap you are currently experiencing to your stakeholders and ask them if they have any insight from what they themselves have experienced that might explain the gap.

Create a fishbone (Google the term: *Ishikawa diagram*) of the factors that are most likely to influence the effectiveness of the interaction, and use this with your stakeholders to see if they have anything to add, or any item they would emphasise.

Reach a conclusion on the most probable factors requiring improvement.

Options

For the factors that you now believe cause the greatest loss of effectiveness in your interaction, develop a range of different options for how these might be addressed, including options that are creative.

'Options' is the step in which you should let your ideas range far and wide - there will be plenty of opportunity to reign them back in again in the next step. You might choose to involve your stakeholders in this creative exploration.

Balance

Refine your list of options down by eliminating those that are not practicable. Use criteria to select those options that will be most productive for you, balancing the effort that will be required with the benefits you expect to generate as a result.

If your preferred solution will require some time to implement, you may need to balance this with a short-term fix temporarily.

Launch

Your chosen options may be simple and straightforward to implement, or they may involve a series of dependencies and require effective project and risk management.

Before you launch your solution, consider the steps that will be required to ensure it is implemented correctly, and that your stakeholders will be ready for it. Consider also whether you need to pilot it in an area to ensure that it will work before you apply it universally.

Evaluate

Ensure you carry your feedback mechanism across to your new solution, so that you can objectively compare the performance of the old solution with the performance of the new.

You may choose to include a more detailed set of feedback measures during this stage of your work so that you can see more clearly what is happening.

Depending on how much of the gap to your desired outcomes your chosen solution closes, you may decide to revisit steps: R, O, B and L.

Maintain

Once your solution is working at the level you and your stakeholders require, reflect back over what has changed and ensure that relevant procedures or support systems are adjusted to maintain the solution.

You may also consider changing your feedback system to keep a 'watching brief' over your solution rather than to understand and analyse what you suspected to be a weak performance.

Conclusion

How will your Inspirometer add value?

We hope that through reading this guide you now have a clear understanding of how to utilise the Inspirometer to support you in reaching your full potential, whatever your role and your goals in life.

We hope that you feel inspired to begin to put this into practice, and that through this practice you adapt your use of your Inspirometer to provide an ongoing resource for your continued development through whatever challenges and goals you set yourself.

Please, use the Tag below to let us know how it is going?

How did we do?

Please rate the usefulness of this guide to you
All it takes is one simple click ...

If this document has been circulated to you as part of a corporate implementation of the Inspirometer ...

Your internal support contact is ...

Name: ___________________________

Email: ___________________________

Phone: ___________________________

A Appendix: How to write a good opening question

A good feedback question takes into account the needs of both the receiver of the feedback, and the giver of it. We have covered the receiver's needs at length in section 2 – Identifying your feedback priorities. So what are the giver's needs? What are your needs when you suddenly get a request for feedback?

Typically, we are all busy, and it takes us time to switch from thinking about one thing to thinking about another. We like things that can be done quickly, effectively, and within our current frame of thinking. We aren't keen on interruptions which disrupt our thinking, particularly if we are not confident in the value of them (to us or to others).

Therefore a good feedback question (from the perspective of the giver):

- Keeps things simple and easy to understand – one glance at the question should immediately convey its meaning to the giver and almost solicit a subconscious response
- Is in the flow of their current thinking – it should be relevant to what the giver is working on at the time and their immediate paradigm of value in that context
- Relates to what is important to them – the giver sees value as a whole and in their own terms. It confuses them to have to separate out 'bad news' from 'the way it was delivered'.

As a starter for developing your questions, you may find the table below useful:

The idea is that you make a choice of how to start from the first column, append your preferred phrasing from the second column, select the most appropriate pronoun from the third, and finish it off with a word which reflects the service provided from the fourth. For example …

> How do you feel about today's meeting? Or
> Please rate the helpfulness of this display

The table Is just to get you started. Feel free to adjust the result to what will work for you and your customer, but please bear in mind the bullet point principles above.

In respect of the third bullet, you may notice that none of the proposed modifiers focus on any particular aspect of the service provided. This is deliberate. It may be very tempting for the person providing a service to slant the feedback toward an aspect that they have direct personal control over. But look at it from the customer's point of view: They have just been told that their order will be two weeks late. Sure, the email was well written, but if the customer uses the feedback to express satisfaction with good grammar, where do they provide feedback on the more important issue of poor planning?

We need to accept that our feedback will be on the whole package (including what we pass on from our own suppliers) and word our questions accordingly. We can then fully understand our customer's position and will be more inclined to work with our suppliers to find more value that can be delivered. The benchmark on this is one organisation that actually got positive feedback on its forced redundancies.

Engager	Modifier	Specifier	Service or outcome
How did I do?			
How do you feel about …	… (none) …	… this?	
How would you rate …	… the value of …	… this …	… communication?
What do you think of …	… the impact of …	… the …	… service?
Please rate …	… your experience of …	… my …	… meeting?
Let us know …	… the usefulness of …	… our …	… resource?
??? …	… the helpfulness of …	… your …	… information?
	… the outcome of …	… today's …	… display?
	… the result of …	… last week's …	… event?
	… recommending …	… ABC Ltd's …	… support?
	… ??? …	… ??? …	… ???

B Appendix: Selecting your ideal Tag type

Your service may be delivered in many different ways, and often in a number of separate instalments. INSPIROMETER equips you to gather simple spontaneous feedback on all of these.

There are essentially six different forms of INSPIROMETER® Tag, described in more detail below. The table on the right summarises your Tag options for the different ways you deliver your service.

Use column three of the table you created in section 2 of this guide to identify which Tag options best suit your feedback opportunities.

Tracking Tags are a premium option which works at the compiler level—contact Tag-Check if you would like this enabled for your account.

Pick your intended application below. The coloured circles indicate which Tag types best suit your needs…

	Hyperlink Tag	Web widget	Visual Tag	Follow-up Tags	Tracking Tag	NFC Tags
Email / e-correspondence	●				●	
Presentation / Demo. / Tour			●	●	●	
Meeting / Conference / Event			●	●	●	
Intranet page / Webpage / Blog	●	●				
Intranet doc. / Knowledge mgt.	●		●		●	
Printed or published article			●			
Product / Packaging / Doc'n			●		●	●
Paper correspondence			●			
Web-conferencing	●	●		●		
Telephone call				●	●	
Personal service			●	●	●	●
Management / Coaching			●	●		
Exhibition / Performance / Art			●	●		●
Facility / Display / Environment			●	●		●
Hospitality / Retailing			●	●	●	
CRM / Stakeholder mgt.	●				●	
Product promotions			●		●	
Software / Cloud Applications	●	●				

Hyperlink Tag:

The most common form of hyperlink tags are a set of six small pictures (emoticons) as illustrated above. Clicking a face activates a hyperlink which identifies the face that was clicked and instantly updates the relevant inspirometer. Other forms of image and hyperlink are possible.

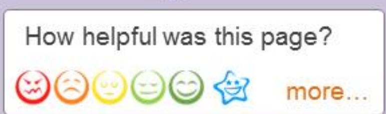
Visual Tag:

Visual Tags comprise a two dimensional bar-code (commonly called a QR code) which can be read by virtually all camera equipped smart phones. When a smart phone scans the visual Tag, it opens a web-page, and enables the phone owner to register their satisfaction level instantly.

Tracking Tags:

Most Tag responses are intentionally anonymous. Where anonymity is not an issue, such as in CRM, tracking data can be associated with Tags. This automatically provides additional information on the respondent and their situation, including those people who do not respond.

Web Widget:



These are special forms of the Hyperlink Tag which are especially designed for web-pages and blogs etc. They are easily embedded in standard page components and capture feedback (including the URL of the page) within the page itself – thereby keeping your readers' focus when you want it.

Follow-up Tags:

Where it is not convenient to attach a Tag directly to an interaction, automatic follow-up Tags can be used. These are very brief emails or messages which simply invite the recipient to click an embedded Tag. You can seek their response to either a specific event, or to their net experience of the relationship.

NFC Tags:

NFC (Near-Field Communication) Tags are a recent development, and enable NFC equipped smart phones to decode their signal into a URL (web address). The inspirometer provides URLs which may be encoded into these (& future) technologies and thereby link any item to its response page.

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