

Designing a Peer Feedback Mobile Application as a Professional Development tool

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Project Overview



Industry Challenge

- Assessing Transversal Competencies in the Workplace
 - Current talent and performance management systems do not always deliver sufficiently accurate data based on employees' day-to-day performance.
 - Integrated systems are needed that capture and measure on the job performance – something that maps real-time activity to transversal competencies.



Project Objectives

Develop an approach to assist performance assessment and professional development of employees

Map day-to-day learning and on-the-job activity of employees to transversal competencies

• To provide employees and managers with **transversal competency analytics**



Peer Feedback

- Transversal competency assessment through peer feedback:
 - of interest to project industry partners
 - forms in use in companies 360° reviews
 - integrates into existing employee workflows

Key Innovations

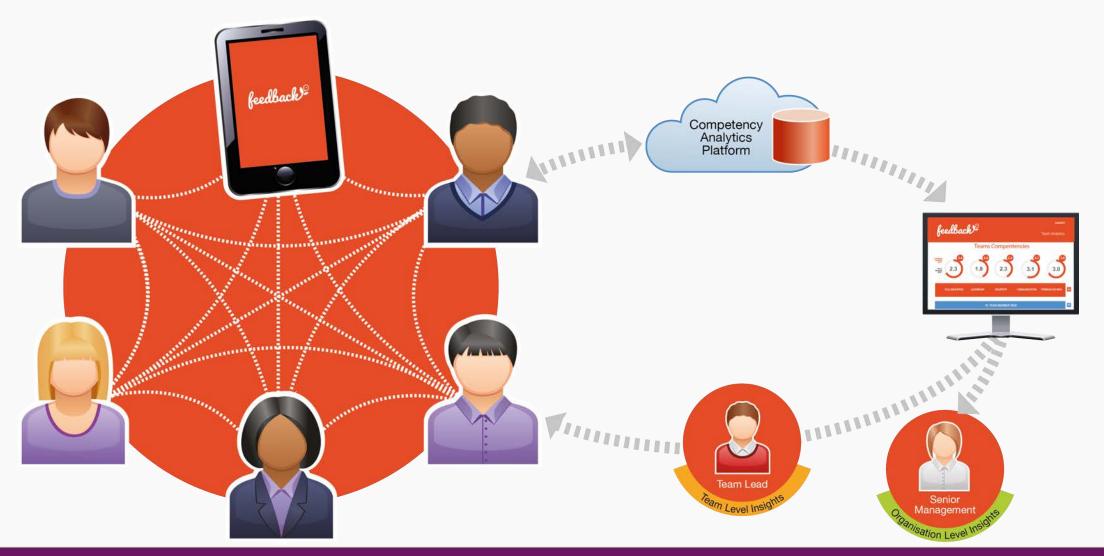
• Continuous, event-driven **competency capture** through feedback using BARS

• Flexible and accessible **competency framework** for employees

• Integrated competency analytics in the workflow of different users

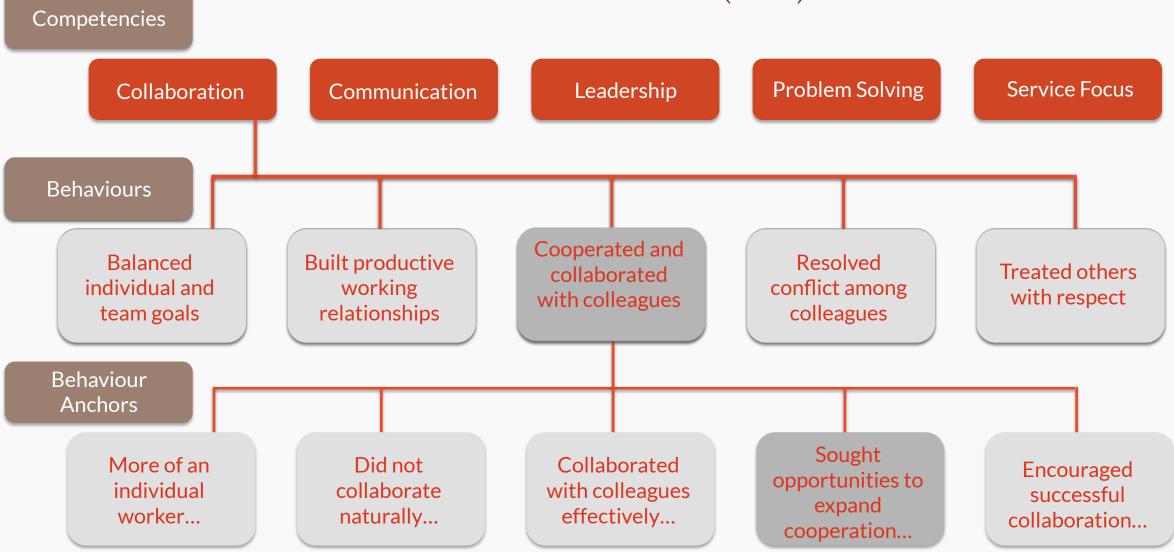


Competency Capture using Peer Feedback



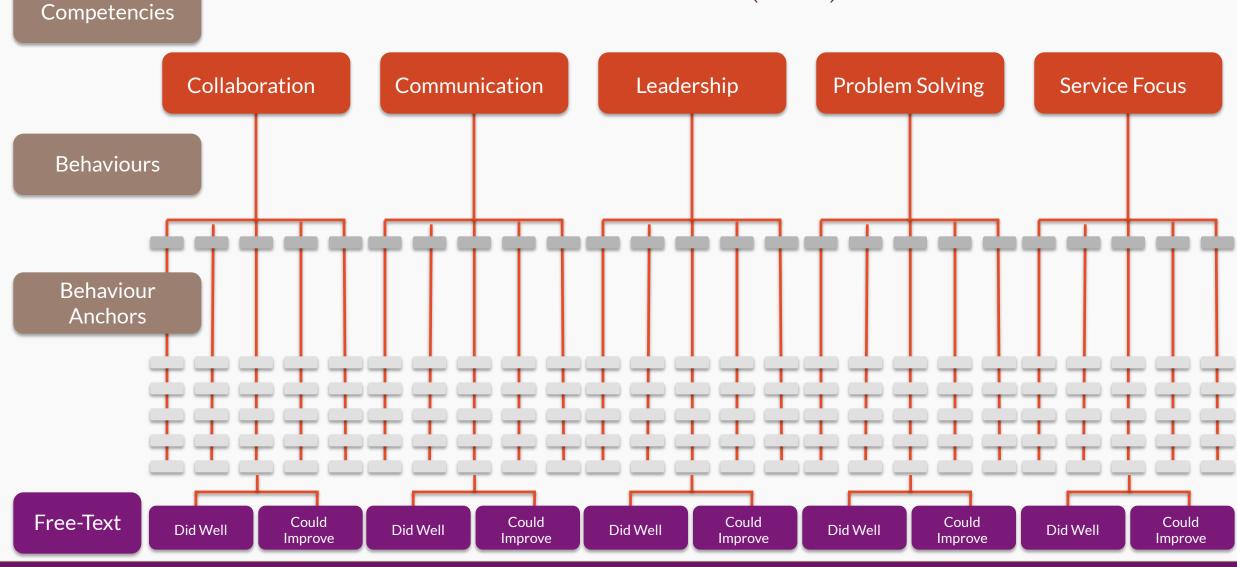


How it Works (1/2)





How it Works (2/2)



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Use Case: Individual Employee

SISM

MOBILE APPLICATION

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Kate's presenting on Q3 results.

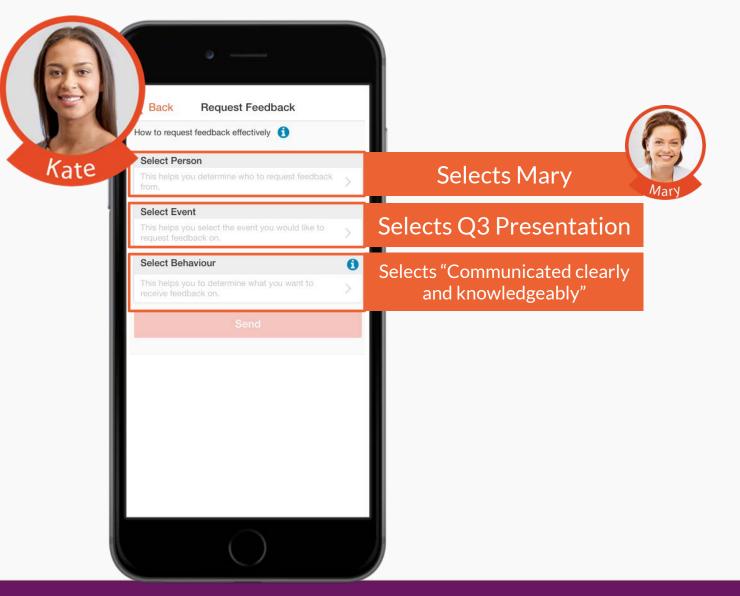


"...and more importantly, we improved by 22% at Q3.

Thank you so much for your attention."

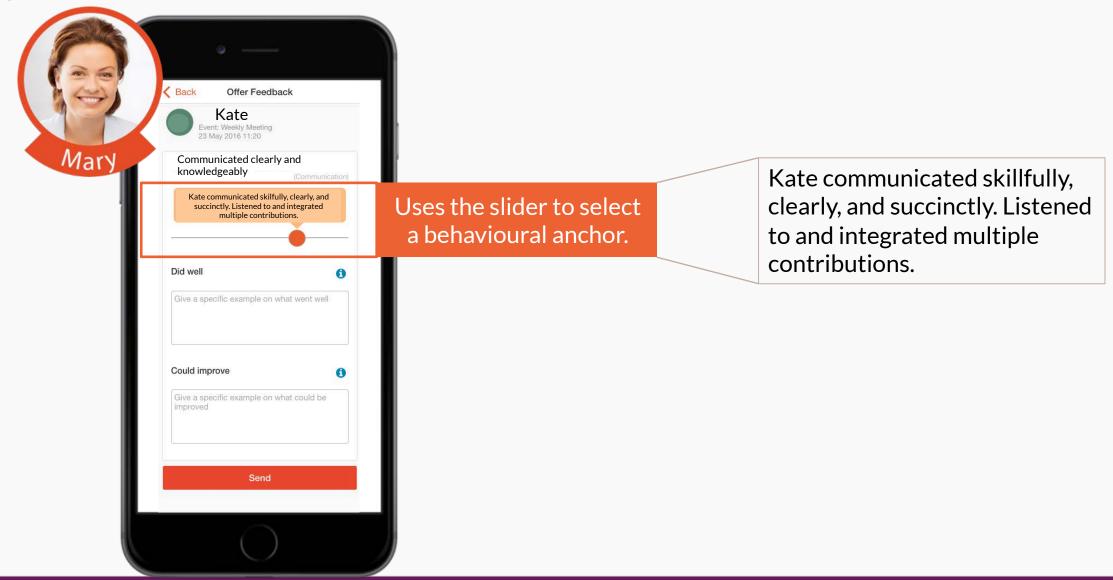


Kate wonders if her presentation was clear. She requests feedback from Mary.

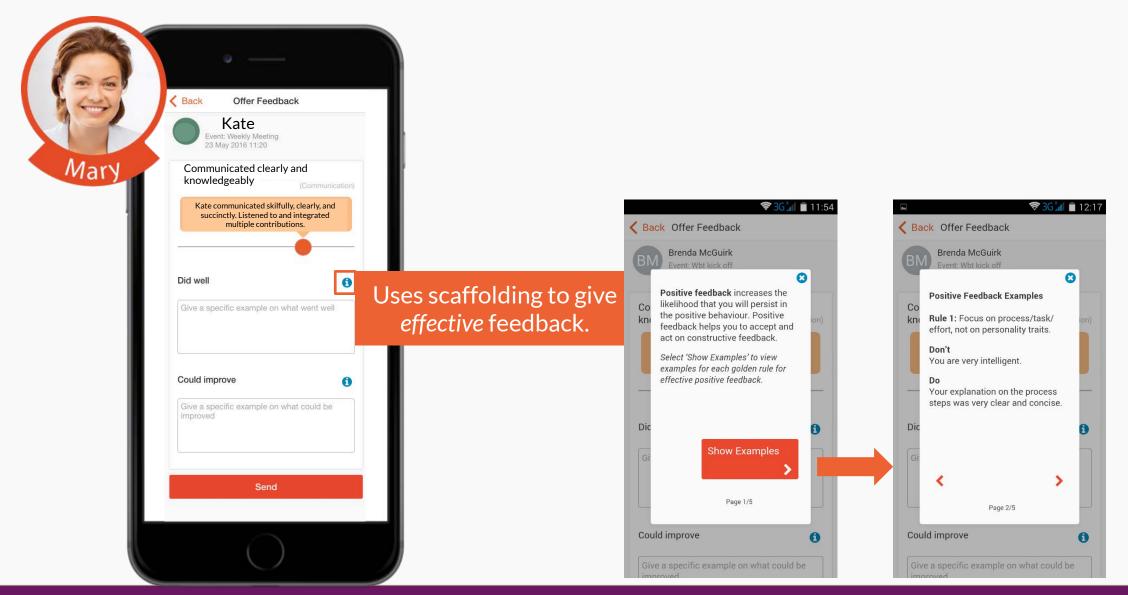




Mary receives a notification on her phone. She offers feedback on Kate's communication in the presentation.



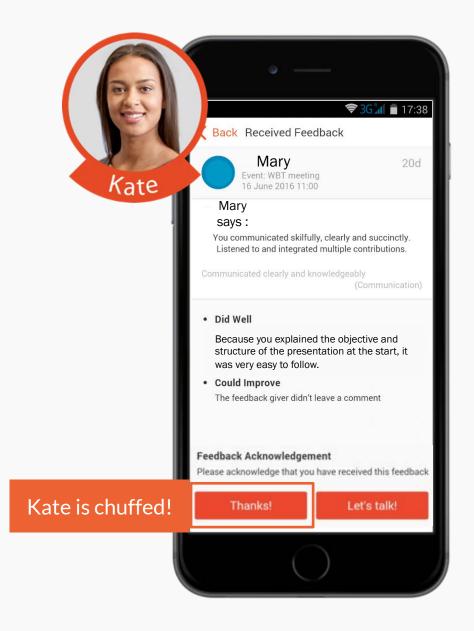
Mary uses the just-in-time scaffolding. This shows her examples of effective feedback.



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Mary explains to Kate *what* she **did well** during her presentation and *what impact* that had on her audience.

Mary	Back Offer Feedback State Event: Weekly Meeting 23 May 2016 11:20 Communicated clearly ar knowledgeably Vou communicated skilfully, cl succinctly. Listened to and in multiple contribution	nd (Communication) learly, and tegrated		
	Did well Because you explained to objective and structure of presentation at the start very easy to follow.	of the	Explains Kate's behaviour and impact of behaviour.	Because you explained the objective and structure of the presentation at the start, it was very easy to follow.
	Give a specific example on what improved Send	could be		







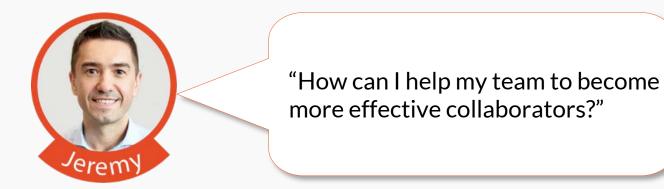
Use Case: Team Lead

ANALYTICS DASHBOARD SUITE

Evangelos Kapros, Mirjam Neelen, Eddie Walsh, Sue Patterson

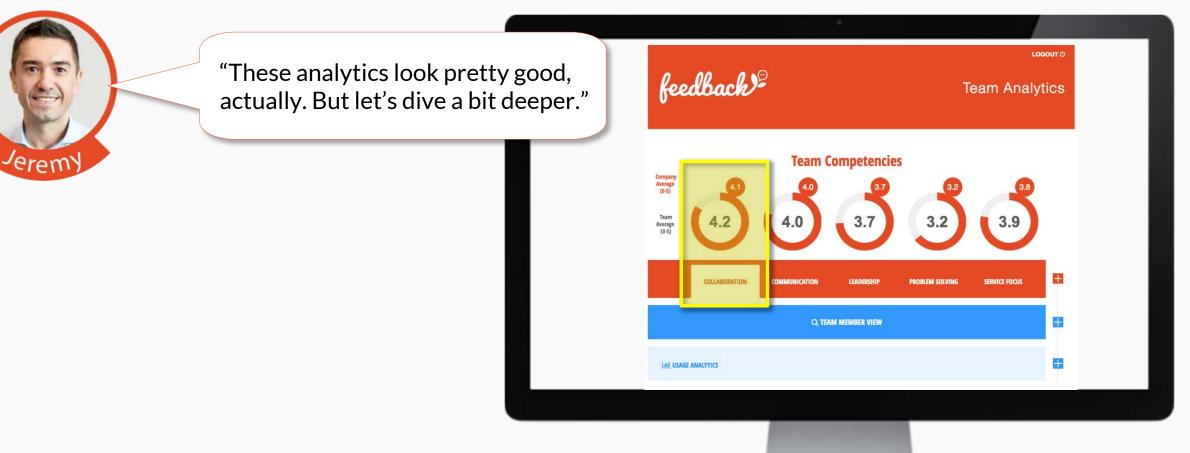


Jeremy's team has missed several deadlines in the last 6 months because of a lack of collaboration.





Jeremy looks at his dashboard to get a high level overview of his team competencies. He can also compare them to the company average.



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Jeremy can see that most of his team members are actually perceived as quite good collaborators by their peers. Two team members have not yet received any feedback on collaboration.



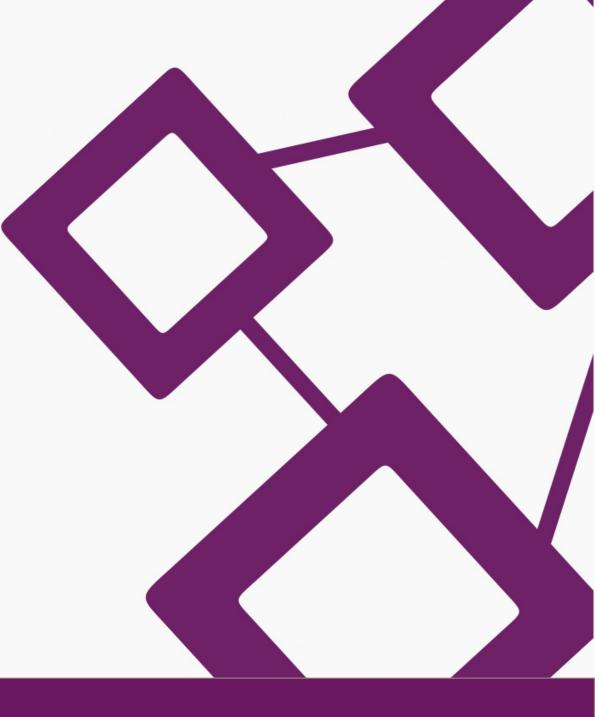
"Hm. I need to have a conversation with the team members who haven't received any feedback. Let's figure out what's going on."





Industry Trials

METHODOLOGY AND FINDINGS



User Trials

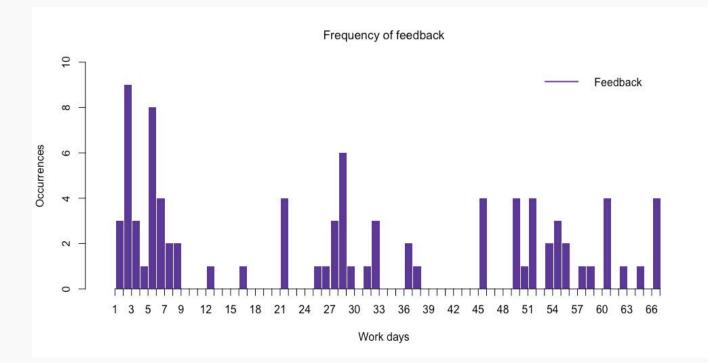
• Completed 3 trials

- 1 x 3-week-long functional trial (SME)
- 2 x 3-months-long trials (SME and multi-national)
- Analysis
 - 32 Total participants: tech, sales, management
 - 39 pre- and post-trial surveys
 - 10 interviews



Findings (1/5)

Participants found the app intuitive and were committed to using it

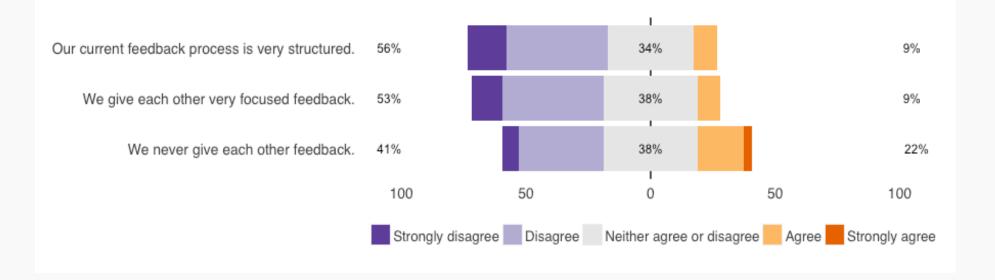


"...very quick and it's easy to do. Literally, when somebody is used to using it, it would take 30 seconds to provide feedback."

- SUS: 69.7 (Mobile app)
- SUPR-Q: 78.5% (Dashboard)
 - Usability 77.5
 - Credibility 70
 - Appearance 80

Findings (2/5)

Current feedback processes don't provide enough structured or focused feedback

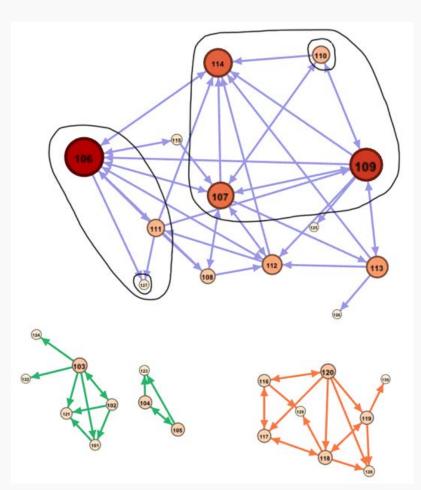




Findings (3/5)

Social Network Analysis

- Diverse usage but clusters could develop over time
- Different preferences in how users gave or requested feedback
 - Some focused on only a few competencies
 - Others used a broader range
 - Similar for selection of behaviour and anchour statements



Findings (4/5)

Balance between assessing performance and supporting professional development

• Many users saw it as a performance assessment tool

"It would want to be reasonably benign, you tie it into bonuses and all that, all bets are off."



Findings (5/5)

Broader organisational culture change is required to facilitate regular peer feedback to drive competency assessment

"App is good tool if process already in place but for us it's a huge cultural change don't have culture to give and receive construct or whatever [sic] feedback."



Discussion & Conclusions



Overall: Different institutional approaches

Patterns imply feedback culture variation

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0.544013515		0.390574604	-0.111623533	-0.075878215	-0.261585081	0.333014767	0.434079068	0.139033524	-0.250504791	-0.348865163	-0.305309711	-0.260141073	-0.265522445
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-0.364527475	-0.111623533	-0.409379326		-0.358180191	-0.320227444	-0.213793248	-0.242951776	-0.21841189	-0.444578954	-0.120047436	-0.057032375	0.040689423	-0.106135133
0.181957449	-0.075878215	0.441187515	-0.358180191		0.587692091	-0.093657123	-0.164918189	-0.331201477	0.341370048	0.03371127	0.374765448	0.143970762	-0.123623756
0.0020536	-0.261585081	0.229426139	-0.320227444	0.587692091		-0.173490197	-0.015437779	-0.025649459	0.3869726	0.233293458	0.10681593	0.051430285	0.203235695
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0.520303025	0.434079068	0.272169959	-0.242951776	-0.164918189	-0.015437779	0.21158318		0.446390939	0.084565252	-0.086894125	-0.226279542	-0.189884706	-0.221051208
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0.866025404	0.272165527		-0.452267017	0.361157559	0.216506351	-0.041666667	0.072168784	0.156173762	-0.041666667	-0.272165527	0.305887645	-0.201007563	-0.24845199
0.596039561	-0.123091491	-0.452267017		-0.254083903	0	0.113066754	-0.264906471	-0.423793448	-0.263822427	0.123091491	-0.311271509	-0.136363636	-2.49504E-1
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0.1391778	-0.239045722	-0.0695889	-0.516742389	0.2783556		-0.104828484	0.390094749	-0.058671465	0.357142857	0.322329186	0.161164593	-0.644658371	5.13933E-1
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Feedback can be an effective professional development tool, iff the appropriate institutional support is offered.





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