

# Overcoming obstacles with Pulse Feedback

A guide for managers working with the employee survey  
module Team Feedback





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## What is Pulse Feedback?

Pulse Feedback is an employee feedback tool that allows everyone in the company to influence their collaboration and build their working environment together, through open feedback.

Pulse Feedback consists of two modules, Team Feedback for employee surveys and Peer Feedback for personal feedback. This guide focuses on Team Feedback.

## What benefits does Pulse Feedback offer?

Pulse Feedback not only measures feedback but also provides tools to create improvements throughout the organisation. Through real-time feedback, Pulse Feedback encourages a culture of constructive feedback and strengthens collaboration throughout the company.





### How is Team Feedback used?

Team Feedback surveys are usually conducted several times a year. After each survey, teams work intensively with the results.

### What is your role?

Through Team Feedback, teams can actively contribute to shaping their working environment and improving their collaboration. As a leader, your role is essential in this process: you set an example for constructive feedback, encourage responsible and independent improvements, and know how to identify issues that may affect several teams.





Let's set the table!

**The same rules for feedback as for a  
good buffet — the more prosperous  
and varied, the better**



# What is Team Feedback, and how can I profit from it?

# The story behind the invention of Team Feedback



## The problem: an employee survey with no effect

Team Feedback was developed at Swisscom. At the time, the survey used among their employees was endless, the results were not action-oriented, and it was challenging to implement effective improvements.

## The approach: a new method based on three key findings

- ✓ **Finding #1:** for effective improvements, the whole company must have access to the given feedback.
- ✓ **Finding #2:** words are always more informative than numbers.
- ✓ **Finding #3:** the time between feedback and experiencing changes should be as short as possible.

## The solution: a survey tool that allows teams to shape their working environment and collaboration framework through open feedback.

Team Feedback was first used in 2016 and is now used by many companies.





# Four benefits of Team Feedback



1

## Everyone gets involved

Measurements are important. But it's also essential that the results of these measurements are transformed into concrete improvements by the right people. The best way to achieve this is for all the parties involved to work with the feedback obtained. In this way, everyone takes a share of the responsibility.



2

## Real-time results

Unlike traditional surveys where the results are only available after several months, Team Feedback offers to collect them in real-time. This allows for immediate learning and progress.

3

## An intuitive tool

The survey can be conducted on any device. Working with the results is intuitive, and there are many documents to help you make good use of them.

4

## A culture of constructive feedback

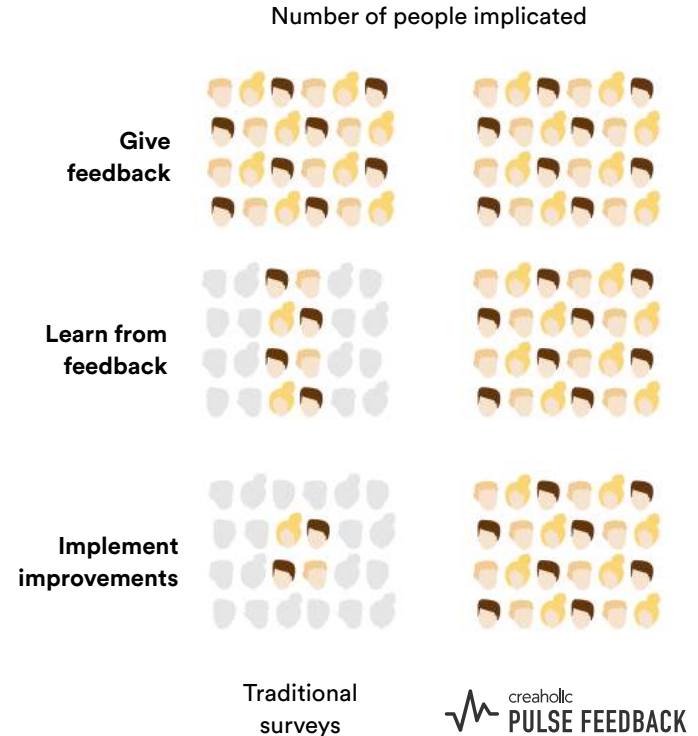
Team Team Feedback is based on psychological principles. Open feedback and a bottom-up approach promote regular dialogue and a culture of constructive feedback within the teams.





# What makes Team Feedback different from other surveys?

In traditional surveys, a majority of employees are asked to give feedback. However, a much smaller group processes the results in detail, and only a fraction of the employees are involved in defining and implementing improvements. Team Feedback allows the whole company to learn from the feedback and involves all the participants in implementing improvements.



# Who has access to your feedback?



The only way to have constructive discussions and to implement concrete improvements is to make the feedback visible within the team. With Team Feedback, the given feedback is, therefore, visible to everyone, according to the following process:

## Scores

The scores (on a scale of 1-10) are only displayed as team scores; the individual score is only visible to the person concerned. There are scores for each team and at all levels of the hierarchy. All scores are accessible to all participants invited to the survey.

## Comments

**Your fellow team members** see your comments with your name and your picture\*:



Your manager is mostly part of your team.

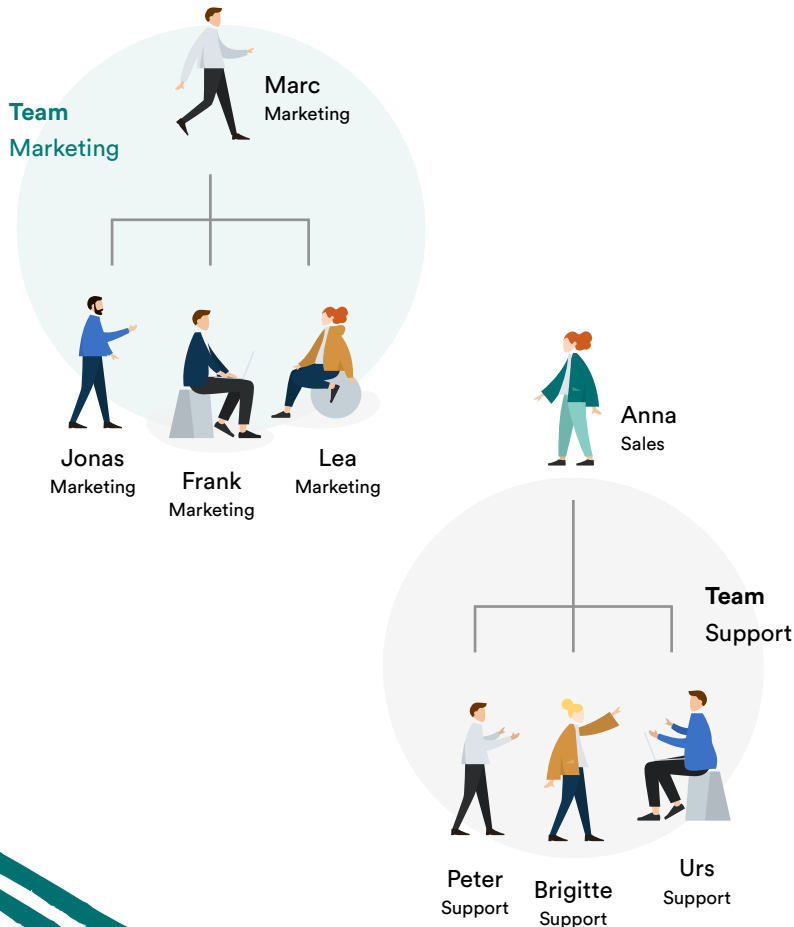
\*If you've downloaded a picture. For this, you simply need to click on your name on the top right of the app and select "Profile".

**All the others** see your comments anonymously



Your managers' manager ist mostly not part of your team.

# Example Visibility Comments



## Who can see your comments?

Anyone can read your comments, but only your team members can see that they come from you.

## Who is part of your team?

Teams consist of all members with the same team name (e.g. Marketing). At the beginning of the survey, you will see an overview of your team and its members.

Managers are not part of their direct employees' teams if they are attached to another team. In the example on the left, Anna is in the Sales team and is not part of the Support team.

With Team Feedback, you can also individually post your comments for colleagues outside your team. This will allow, for example, the Support team to ensure that Anna can see the comments relevant to her.

You can find details on the topic of visibility in the tool and at <https://www.start-pulse.com/en/resources/help>

# Why isn't our survey anonymous?



Experiences in many companies have shown that **anonymous surveys have many disadvantages**. Above all, it's difficult to work with the results in a meaningful way.



## There are many good reasons for anonymity...

- + **A basis for discussion:** it's only with fully transparent feedback that a constructive discussion with those concerned can be initiated, to achieve concrete improvements.
- + **Equal rights:** employees and managers have mutual access to each other's feedback.
- + **A catalyst for constructive feedback:** if I know that others can see my feedback and know that I am the author, I act more thoughtfully.

## ...and anonymity has many drawbacks

- **"Kill the messenger":** by using an anonymous survey, the company implies that it's dangerous to freely give your opinion.
- **"Witch-hunting":** attempts are usually made to identify the authors of negative comments, which is often quite simple (through writing style, language, etc.). Other team members may be taken hostage and blamed for statements that are not their own.
- **"Venting":** anonymity causes people to vent and exaggerate their frustrations. This type of feedback rarely provides a basis for practical improvements.





# How does Team Feedback work in practice?

Start here



**1 Receive the survey and reflect**

What helps you to do a good job?  
What's stopping you?

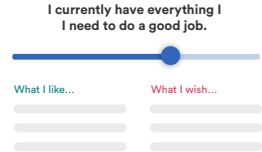


**2 Give feedback**

**Positive**  
What works well in the team, in the department, in the company?



**Critical**  
Where are the obstacles, where is there room for improvement?



A few months later

**Ask for support in implementing the improvements**

E.g with superiors, with HR or with people working on the subject at hand



**3 Take note of the results**

What do other members of your team say?  
What is the feedback from other teams?



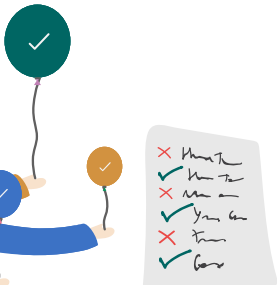
Results are available immediately.

**5 Carrying out the improvements**

How do you proceed?  
What do you need  
Who can help you?

**4 Discuss the results as a team**

What works well?  
What do you want to improve?



# How does the survey work? (1/2)



## Before the survey



### Informative e-mail

Employees and managers are informed of the next Team Feedback survey.

Your specific tasks on page 19.

## During the survey



### Start of the survey

Everyone received an invitation to participate by e-mail.

Your specific tasks on page 20.



### Reminder e-mail

Team Feedback automatically sends a reminder e-mail to all those who have not yet participated.



# How does the survey work? (2/2)



## After the survey



### End of the survey

All the employees are informed by e-mail that the survey is finished and that the results are complete.

This is the starting point for the most crucial phase of the process: working on the results within the teams.

Your specific tasks on page 21.

## Working with the results

### Analysis and implementation of improvement measures

Each team examines the results in detail and defines measures.

Various support materials are at your disposal.



# What is your role with Team Feedback?



# Checklist for working with Team Feedback

- Before the survey
- During the survey
- After the survey



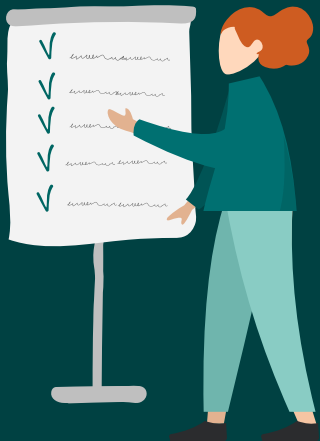
- I know the philosophy of Team Feedback (see p. 7-12).
- My team is aware of the launch of Team Feedback.
- I can answer any questions my team may have (see the complementary FAQ sheet).
- I took part in the Team Feedback survey and have detailed the reasons for my ratings in the comments.



# Checklist for working with Team Feedback

- Before the survey
- During the survey
- After the survey

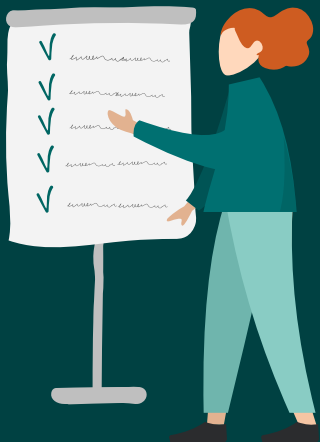
- I know the current survey results (see p. 42).
- I encourage my employees to participate.
- I have urged my employees to fill in the comment fields, and I provide my support if necessary (see complementary FAQ sheet).





# Checklist for working with Team Feedback

- Before the survey
- During the survey
- After the survey



- Discussion of the results, in teams, was planned (see p. 24).
- The role of the moderator is straightforward (see p. 24).
- I know the main pitfalls when interpreting the results (see complementary FAQ sheet).
- Standard measures were defined as a team (see p. 24).
- I am constantly monitoring the implementation of standard measures.
- I convey the issues that can't be resolved within the team to the responsible people (e.g. management team, topic owners).
- My employees are constantly informed of the targeted improvement, and the achieved ones.





# Tools for working with the results

# Overview of how to work on the results



## Preparation

### Schedule an appointment and inform the participants

How much time do we allow ourselves?

Which room is most suitable?

What materials do we need?

What should participants do before the workshop?

Who moderates the discussion of the results in case of tensions?

## Results workshop

## Warm up

How do we set ourselves up for an open exchange?

What are the objectives of the meeting?

## Collect topics

Which topics can be grouped together

What topics or topic groups should we discuss today?

What should we delve into at another time?

## Zukunft & Massnahmen definieren

Wie soll die Zukunft in ein paar Wochen oder Monaten aussehen?

Was werdet ihr weiter tun, ändern, anfangen oder stoppen, um die um die definierte Zukunft zu erreichen?

Wer ist für welche Aktion verantwortlich und wie ist der Zeitrahmen?

## 5

## Communicate & debrief

What helps us to do a good job?

What stands in our way?

What we will improve?

What we think should be addressed by others?

Implementation





# Tools for working with the results

To work with the results, different tools are available to you.

You will find them in the tool, here:

<https://www.start-pulse.com/en/resources/help/working-with-the-results/discussing-the-feedback>

## Guide for discussing the results

**Results discussion guide**

This guide helps you to prepare and run efficient results discussions in your teams. It will be useful for managers and employees alike who would like to moderate a results discussion.

Find out what helps your team do a good job and what stands in its way. Monitor what needs better by informing your subordinates and tailoring your working environment to your needs.

**Goals of the results discussion**

- Understand feedback
- Identify KPIs where improvements are needed
- Define improvements and responsibilities

**Prepare**  
Prepare results individually

**1 Warm up**  
Get ready for the discussion

**2 Collect topics**  
Identify results that are positive. Put them to be discussed.

**3 Define future & actions**  
Discuss how the future should look. See how you will get there.

## Export function for the results

**PULSE FEEDBACK** Results report  
Created on 28/06/2023 by Olympe Ruppert

Team survey created by Olympe  
**Demo survey – Wave 2**  
Active until 31.08.2030 88% participation

Results of **Agility**

**Work situation**  
I currently have everything I need to do a good job.  
80% 20% 60% Items: 80

**Reliability**  
In my work environment, I can rely  
80% 20% Items: 30

## Workshop-Canvas to print

**Results discussion canvas**

Print me out on A0 and go through the discussion with the help of our Results Discussion Guide.

**1 Prepare**  
Prepare for the results discussion and discuss the results individually with our Results Discussion Guide.

**2 Warm up**  
Prepare for the discussion by using the warm-up questions for the right. You can find them together in our results discussion guide.

**3 Collect topics**  
Identify results that are positive. Put them to be discussed.

**4 Define future & actions**  
Discuss how the future should look. See how you will get there.

**5 Communicate**  
Tell what you need to improve and share it with others (e.g. management or other teams).

# Tips for a fruitful discussion about the results



Several aspects can be taken into consideration to make the discussion about the results fruitful.

## Creating an atmosphere

A warm-up phase allows participants to get into the mood for the feedback session and talk openly about personal matters within the group. This creates an atmosphere of trust and provides a safe space for feedback.

### Examples

**Check-in:** each person in the room takes turn to explain how they are doing, what is currently keeping them busy, and what is on their mind (freely or through questions). Everyone else listens carefully.

**Huddle session:** discuss, in sub-groups, specific topics and issues at a personal level..

## Defining principles

Joint development of the principles for the feedback session. This enables the clarification of the desired behaviours. This way, each person has the opportunity to alert the others when the principles are not being respected.

### Examples

**Active listening:** actively give full attention to the speaker and listen. Do not immediately label what is being said as “already known” and do not think of counter-arguments while the person is still talking.

**Feedback buzzer:** participants can (and are invited to) raise their hands during the session if someone does not stick to the principles agreed upon.

## Giving feedback and perspectives

Feedback at the end of session allows participants to reflect on it, and address or discuss its positive aspects, but also the possibilities for improvement.

### Examples

**Debriefing:** joint reflection on the feedback session. What did we like? What can we improve next time? What do we remember in concrete terms?

**Check-out:** individual reflection on the feedback session. In turns, each person explains how they’ve experienced the session and what they remember from it. The others listen carefully. There is no interaction, each person can talk for as long as they want during the check-out.







# Establishing a culture of constructive feedback

# Why is feedback so important?



- ✓ **When we share mutual feedback within a team, it becomes easier to do a good job.**

When we talk about it regularly, it's easier to understand how other team members perceive our actions and collaboration. Open feedback fosters trust, as we get clear guidance and direction. This security is the basis for effective collaboration and good team performance.

- ✓ **Feedback leads to reflection.**

Giving and receiving feedback encourages reflection on one's own behaviour, and that of others. This reflection is the basis for learning and transformation.

- ✓ **Feedback helps to discover new opportunities for personal development.**

It leads us to invest in our own skills.

- ✓ **Feedback allows us to adapt flexibly in a constant changing environment.**

If we continually learn where our strengths lie and where we can improve together, as a company, we constantly evolve.

- ✓ **Through feedback, one is encouraged to reflect and develop ideas from other perspectives.**

Therefore, feedback is the basis for innovation. It promotes sound decisions.



# Which attitude is useful?



The same situation is perceivable differently by individuals. Through feedback we learn to see other perspectives, which leads us to a different interpretation of each situation. Elements we are not aware of surface and allow us to gain knowledge about others and about ourselves. Feedback is not about who is right, it's about getting to ourselves and others.

## Feedback giver

### Specific, observable examples

I avoid generalisations

### Messages in "I"

I describe my own perspective

### Be sincere

I say what I think

### Describing feelings

I describe what a situation triggers in me

### Formulating wishes

I state the needs I have



## Feedback seeker

### Feedback is a perception

It's the personal vision of the person giving the feedback

### Listening and welcoming

I don't fight back

### Feedback is a gift

I decide what to do with it

### Relaunch and understand

I don't make assumptions

### Breathe

I sit on the feedback and think about it later

## Types of feedback

### Regarding a thing

Work result, circumstances etc.



### Regarding a person

Concrete observed behaviour



### Quantitative

For comparing



### Qualitative

For understanding











# Take a look at the tool: How Team Feedback works



## The survey offers plenty of room for comments — positive and critical

For each question, participants give a rating on a scale from 1 to 10 and can leave a positive and a critical comment. Ratings are mandatory for each question, comments are optional.

Who sees your feedback? 1 of 3 Pulse Question BERNIE HENDRICKSON

I currently have everything I need to do a good job.

Disagree Fully agree

What I like  
Great! What's going particularly well?

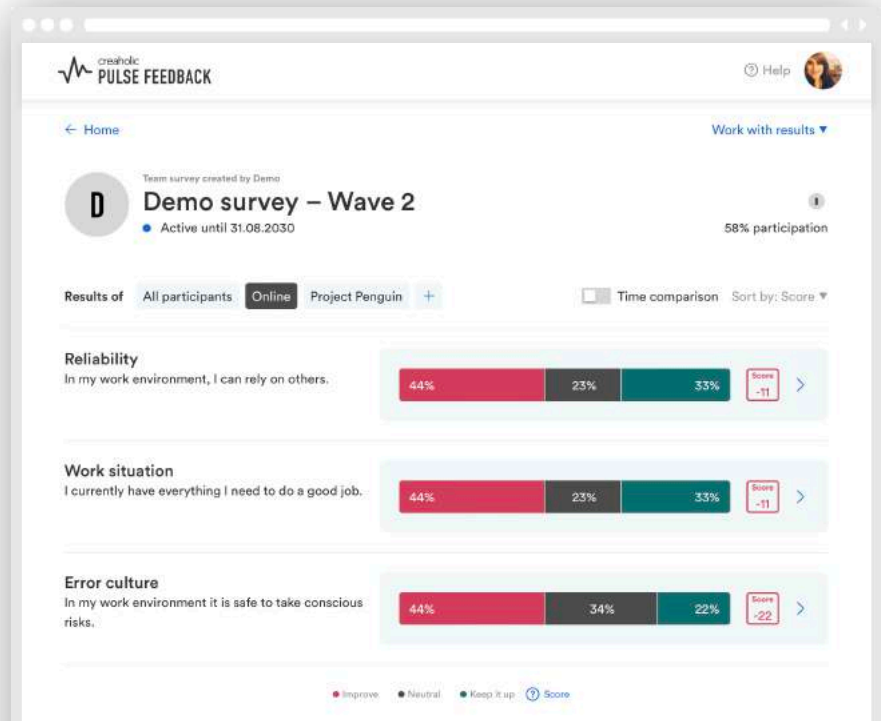
What I wish for  
Is there still anything that could be improved?

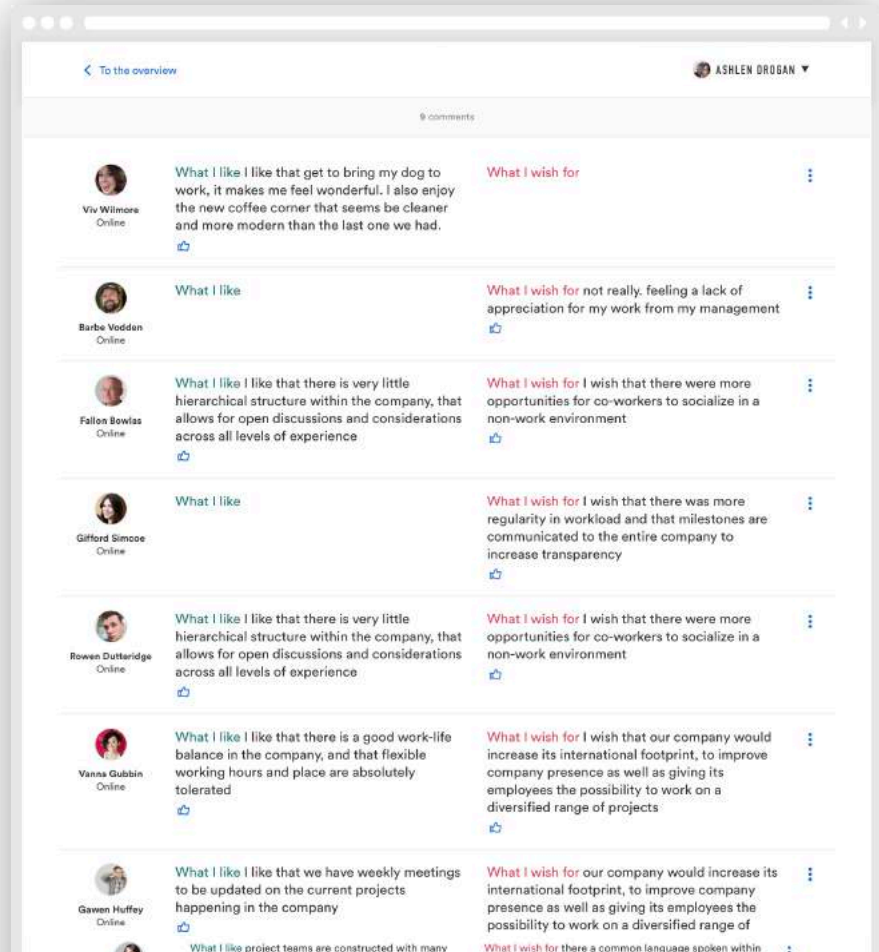
NEXT QUESTION



**The results of the survey are displayed on a dashboard accessible to all**

The results can be displayed for all the teams, divisions and areas of the company, as well as for the company as a whole. All the participants also have the possibility to create their own teams, e.g. if they work in project teams or in agile configurations.





## Who sees my comments?

The comments of team members are displayed with a photo and a name.

For everyone else in the company, comments are also visible — but anonymously (see p. 10-11).



## Thanks to our powerful text analysis, it's easy to identify frequently recurring topics

The comments can be filtered by theme, which allows a better understanding of the results. The print feature makes it easy to work on the comments offline.

The screenshot displays a web interface with a filter overlay. The 'Language' filter is set to 'English (29)'. Under 'Frequent likes', the selected theme is 'little hierarchical structure'. Under 'Frequent wishes', the selected theme is 'opportunities'. The main content area shows a list of comments, each with a 'What I like' and a 'What I wish for' section. The comments are as follows:

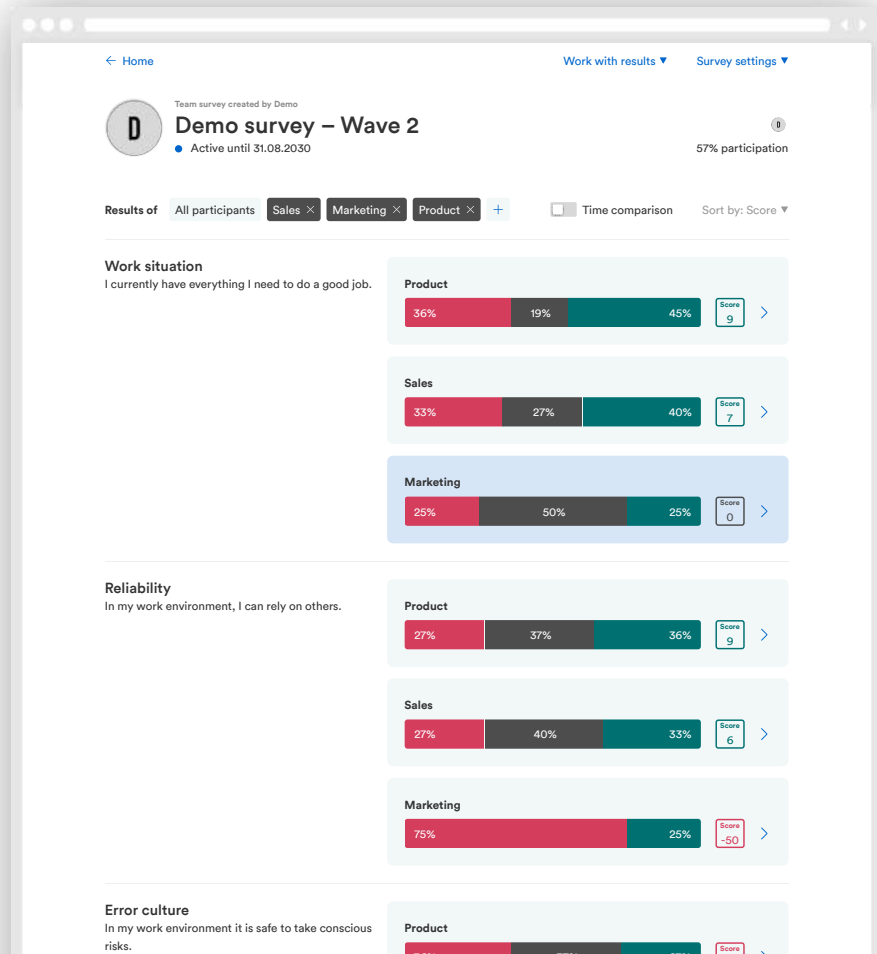
Comment ID	What I like	What I wish for
1	Someone at Demo: What I like I really love my job. I almost can't believe that I'm paid for what I can do everyday.	Someone at Demo: What I wish for A little more clarity regarding the overall direction of our company. What's the dent we want to make in the universe?
2	Someone at Demo: What I like Cool people, cool projects. I also really appreciate how our management supports us in our daily work.	Someone at Demo: What I wish for More information on decisions and changes in direction. If I don't know what the overall goal is it is difficult to make sound decisions.
3	Someone at Demo: What I like Almost everything!	Someone at Demo: What I wish for Tools that are a little more state of the art. It is hard to accept that I lose time and efficiency because I have to wait for updates to be installed without warning, tools that are hard to understand and workarounds that need to be invented.
4	Someone at Demo: What I like The collaboration in my team is great!	Someone at Demo: What I wish for I wish people would stick a bit more to the deadlines we agreed on.
5	Someone at Demo: What I like Happy with the current setup at work	Someone at Demo: What I wish for Would like more freedom to work from home
6	Someone at Demo: What I like I am super happy here	Someone at Demo: What I wish for Great team and I wish the quality of everyone's work would be bit more top notch
7	Someone at Demo: What I like I like that there is very little	Someone at Demo: What I wish for I wish that there were more



## Team scores can be compared flexibly

While working, teams face different challenges. With Team Feedback, it's easy to see which teams are doing well and which ones are facing obstacles.

Thanks to the comparison function, the results of several teams can be displayed side by side.

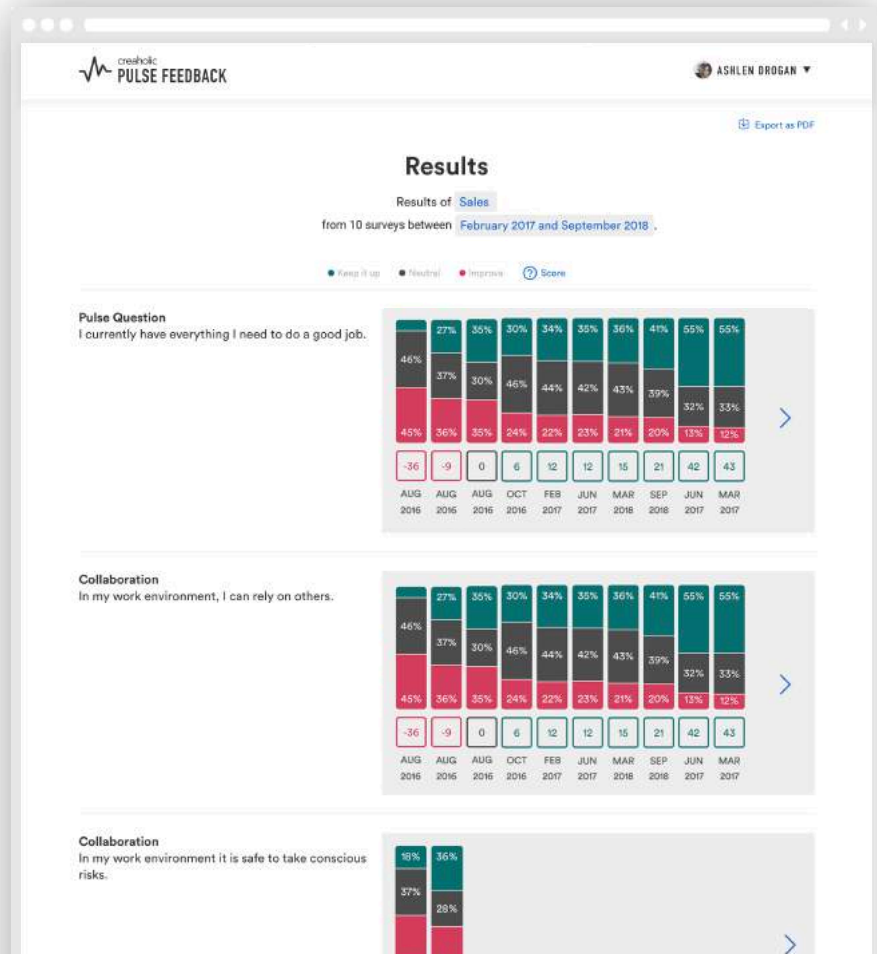




## Progress over time can easily be monitored

Measure, learn, improve.

In order to observe the effectiveness of the improvements, teams' results can be monitored over time.





## Individual e-mails inform teams of their key findings

Which question received the highest score? Which question received the most critical votes? Where does my team differ from the others? After the survey, each team receives the most important results by individual e-mails, so that the critical issues can be addressed promptly.

creaholic  
PULSE FEEDBACK

Pulse Feedback is an employee survey at Demo

Team survey created by Demo

### Team Feedback Q1


- Give feedback
- Explore results
- Spark change
- Make improvements

Hi Marco,

Have you read your colleagues' feedback yet?

The **Team Feedback Q1** survey is now closed and the results are here. Go check them out and give likes to comments you agree with.

To help you get started with your exploration, we have compiled some particularly interesting results below for your team **Sales**:

 The score for the question **Outlook** has improved a lot, from -48 to 7. That's great!  
[View results for this question](#)



# How to read the results? (1/2)



## Scores

By definition, there are no “good” or “bad” scores. Results must always be seen in the context of the current team’s situation.

Score  
> 0

There are more people in the category **Keep it up** than in the category **Improve**.

Score  
= 0

There are no people or the same number in the categories **Keep it up** and **Improve**.

Score  
< 0

There are fewer people in the category **Keep it up** than in the category **Improve**.



## Comments

Scores should not be interpreted in isolation, but in conjunction with the comments. It’s important that the results are discussed and elaborated within the teams.



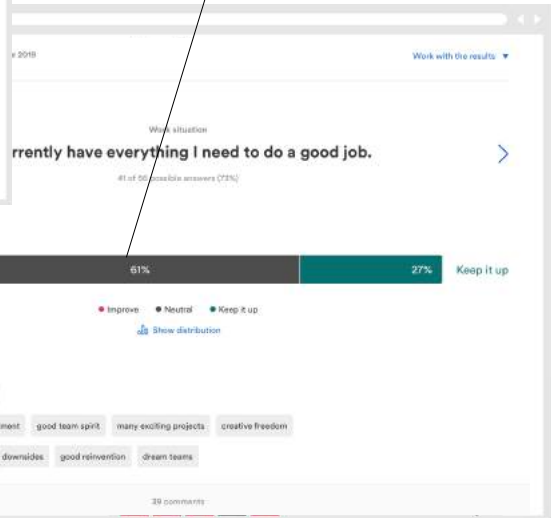
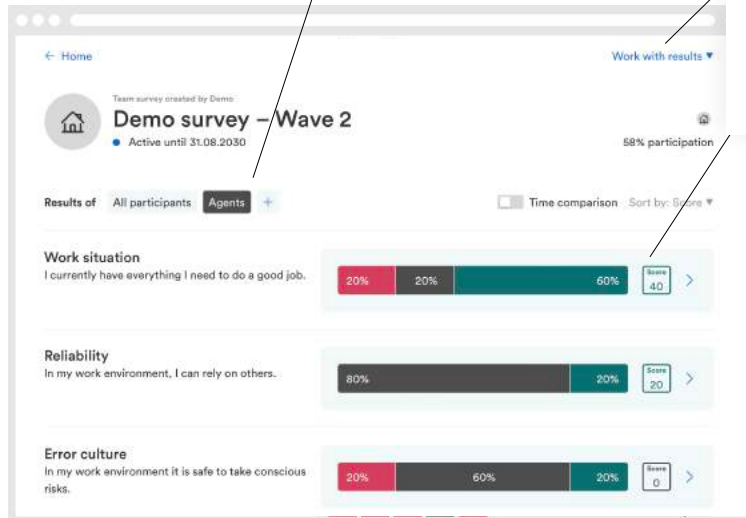
Results from other teams, divisions or surveys can be seen and compared here.

The results can be exported. Further tools for discussion about the results are available here.

The questions are sorted by score: the question with the highest score is at the top. You can find the comments with one click.

For each question, an overview of the ratings is provided.

For each question, a detailed view of the comments (including text analysis) is provided.











**Not all dishes are automatically “mouth-watering”**

At first glance, some feedback is likely to be uncomfortable. At such times, it's helpful to consider new perspectives, to look at them without ulterior motives and to let them resonate with you. Together, you decide how you deal with feedback.

**Not everything has to be consumed at once**

It's often useful to first get an overview of the feedback. Feedback should always be received, but not all feedbacks need to be processed immediately.

**The richer and more varied the buffet, the better**

The more feedback you gather together, the richer and more varied your buffet will be.





## Questions or feedback?

Contact the Pulse team of your company or get in touch  
with the Creaholic Pulse Feedback team: [team@start-pulse.com](mailto:team@start-pulse.com)