

Acting on Your Feedback & Results

The following are guidelines to assist you in reviewing, interpreting and acting on your *Physicians 360* results.

Interpreting Your Results – Identifying the Type of Feedback

(adapted from Waldman & Atwater, pg 83)

There are four types of feedback you might encounter when reviewing your results:

1. **Confirmatory Positive Feedback/STRENGTHS**
You received high ratings from others, which confirm your high self-ratings.
 - ✓ These are areas of strength and so areas to continue capitalizing on.
2. **Disconfirmatory Negative Feedback/BLIND SPOTS**
You received ratings from others that are lower than your self-ratings.
 - ✓ This is the most common type of feedback.
 - ✓ While unpleasant to receive, it is the most likely to motivate changes in behaviour if accepted as valid, because it arouses dissonance between the participant's self-perception and the feedback received. The inconsistency causes discomfort, which motivates correction.
 - ✓ People will sometimes react to negative feedback with defensiveness, denial, or attempts to discount its validity.
3. **Confirmatory Negative Feedback/ACKNOWLEDGED AREAS FOR IMPROVEMENT**
You received ratings from others that are low, and your self-ratings are also low.
 - ✓ Can you motivate yourself to change?
 - ✓ Could this be a result burnout or demotivation?
4. **Disconfirmatory Positive Feedback/ UNREALIZED STRENGTHS**
Your self-ratings are lower than ratings received by others.
 - ✓ These tend to be unrealized strengths.
 - ✓ These are areas of strength and so areas to continue capitalizing on.

Acknowledging the Limitations and Values of the Process

Limitations

- ✓ Invitees that provided feedback all have different degrees of exposure to you. They gave input only from the perspective from which they work with you. They do not see you work within your total circle of influence. Only you have that total perspective.
- ✓ The information is a snap-shot; it is how the individual assessed the competency at the time. The feedback may not be a balanced assessment of your demonstrated behaviour over a full year.

Values

- ✓ Accept the feedback as honest. You participated in the process. You know how you approached the process.
- ✓ This is a valued process in that it is infrequent that you get the opportunity for anonymous feedback on your demonstrated behaviour.

Acting on Your Results – Planning and Goal Setting

- ✓ Review your feedback and identify the most significant areas to act on.
- ✓ Use the *Physician Professional Development CanMEDS Action Plan* to guide the development of your goal setting.
- ✓ Work collaboratively with your Trusted Advisor (Head of Department (Local)/Division Lead) to develop your professional development plan, sharing perspectives and discussing how your Head of Department (Local)/Division Lead can provide support.
- ✓ If you feel you would benefit from one-on-one coaching, please visit the *Coaching Services* web page at http://fhpulse/education_and_professional_development/personal_pro_dev/coaching_services/Pages/Default.aspx
- ✓ Beware of trying to make too many changes.
- ✓ Be accountable for your results; follow through on your commitments.