

Feedback and Calibration Project

Professional Characteristics Survey

We are working on a project designed to help physicians improve their diagnostic abilities. Although there is substantial evidence that feedback (i.e. written or verbal comments) contributes to performance improvement in other professions, there is little research on how to improve diagnostic abilities through feedback. Therefore, we want to learn about feedback techniques from other professions that can be applied to diagnostic practice. In order to learn from others, we would like to interview members of professions outside of healthcare.

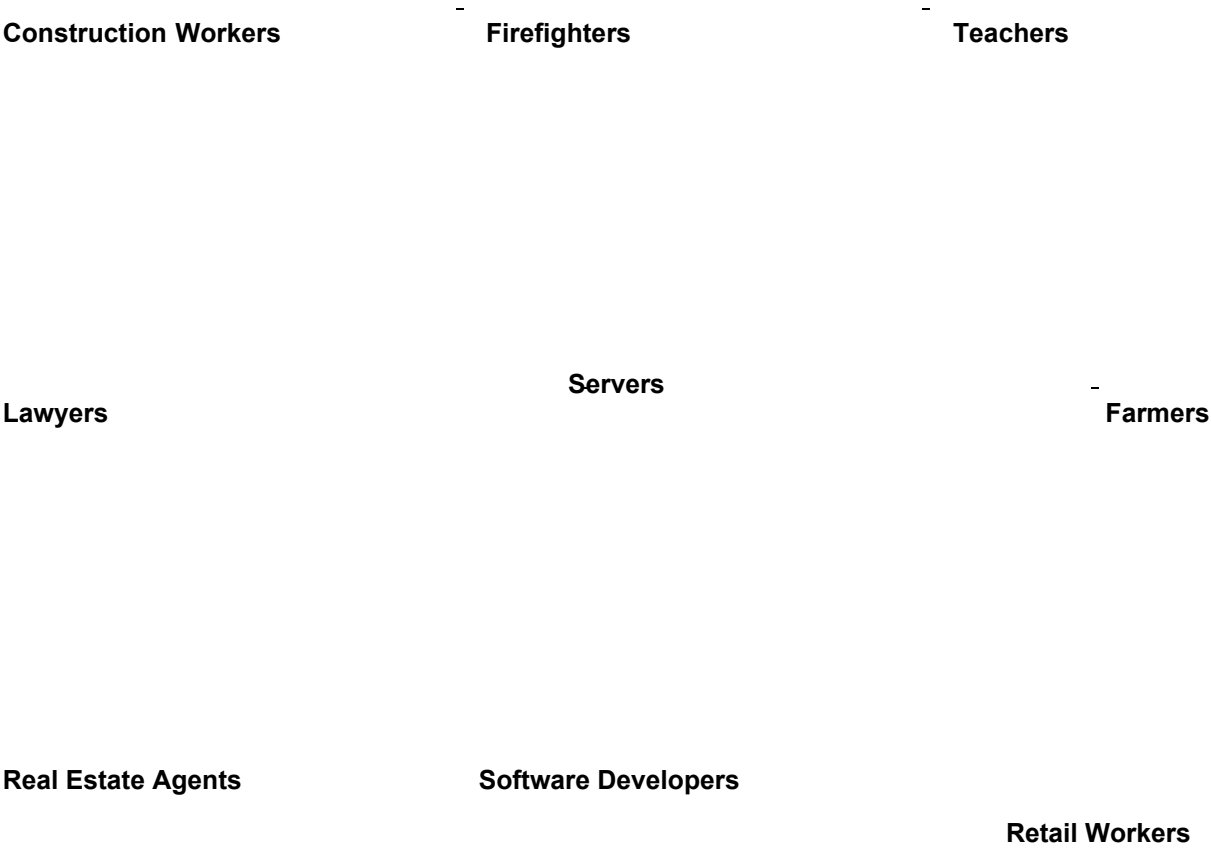
We would like your help in identifying these professions and have reached out to schedule a conversation with you. In order to facilitate this conversation, we have included the following survey. We will collect your answers during our phone conversation and just ask you review it in advance to consider your answers.

The first part of this survey asks questions about characteristics of non-healthcare professions in order to identify the professions we can best learn from. The second part of the survey asks similar questions in relation to healthcare. The final part of the survey is designed to collect your open-ended comments.

Please let us know if you have any questions.

This survey is relatively complex. We will be asking you about characteristics you imagine would accompany certain professions. In order to help jump start your thinking about professions, we are providing the following images and a list of professions.

(Images removed for publication)



You may use any profession from the images above or list below, but we **encourage** you to add ones not included so that our list is as robust as possible.

Waste management collection	Billing and coding professional	Artist	Plumber
Restaurant host	Professional athlete	Interior designer	Community educator
Investment banker	Chef	Marketer	Professional athlete
Transportation planner	Social worker	Social Media influencer	Civil engineer
Hedge fund manager	Interpreter	Fitness instructor	Law enforcement
Hair stylist	Stand-up comedian	Dog trainer	Child welfare worker
House cleaner	Circus performer	Veterinarian	Psychiatrist
Massage therapist	Daycare worker	Clergy member	Administrative Professional
Food service	Farmer	Politician	Author
Software coder	Musician	Electrician	Weather forecaster
Fashion designer	Pilot	Actor	Mail carrier

Part One

We have identified a series of characteristics of feedback and performance that vary across professions. We are asking you to suggest examples of professions that fit the characteristics we identified. Please note that each characteristic has mapped across a polarity; we ask that you identify at least one profession at each end of the polarity. Please suggest at least one profession for each end of the polarity in each “Suggested professions” line.

An example is given for the first characteristic.

Characteristic	Polarity	
Benefits of improving performance	Improving performance will not affect the outcome of the performed job much	Improving performance will substantially improve the outcome of the job
SUGGESTED PROFESSIONS	<i>Example: Food service</i>	<i>Example: Professional Athlete</i>
Return on investment (ROI) for a given improvement in performance	Lower ROI (A given improvement in performance is met with a small return)	Higher ROI (A given improvement in performance is met with a large return)
SUGGESTED PROFESSIONS		
Certainty around improvement	Lower certainty around improvement (A set of strategies may or may not lead to improvement)	Higher certainty (A set of strategies will definitely lead to improvement)
SUGGESTED PROFESSIONS		

Who is the primary beneficiary of improvement?	Self (The person who improves receives the benefit)	Other (The person who receives benefit is different than the person who is improving performance).
SUGGESTED PROFESSIONS		
Intrinsic vs extrinsic motivation	Intrinsic (Most incentive for improvement stems from an internal source)	Extrinsic (Most incentive for improvement stems from an external source)
SUGGESTED PROFESSIONS		
Team vs individual improvement strategies	Individual (Feedback and improvement happen mostly at an individual level)	Team (Feedback and improvement happen mostly at a team level)
SUGGESTED PROFESSIONS		

Part Two

This portion of the survey asks similar questions to the ones above, but in relation to improving diagnosis and patient management. Please only answer this portion of the survey if you are a **healthcare professional**.

Improving Diagnosis: Please rank improving diagnosis for each of the following characteristics, with 1 being the lowest and 5 being the highest.

Characteristic	Rank
How much do you think improving diagnostic skills will improve patient outcomes?	Not Likely 1 2 3 4 5 Very Likely
What is the Return on Investment (ROI) for improving diagnostic skills?	Low 1 2 3 4 5 High
How certain are you that taking steps to improve would yield improvement?	Uncertain 1 2 3 4 5 Very Certain
How much do you think physicians would benefit from diagnostic improvement?	Little 1 2 3 4 5 Substantially
How intrinsically motivated do you believe physicians are to improve this skill?	Little Intrinsic 1 2 3 4 5 Highly Intrinsic
How extrinsically motivated do you believe physicians are to improve diagnostic performance?	Little Extrinsic 1 2 3 4 5 Highly Extrinsic
To what extent is improving diagnosis an individual task? 2.9	Very Individual 1 2 3 4 5 Not Individual
To what extent is improving diagnosis a team task? 3.8	Not Team-oriented 1 2 3 4 5 Very Team-oriented

Improving Patient Management: Please rank improving patient management for each of the following characteristics, with 1 being the lowest and 5 being the highest.

Characteristic	Rank				
How much do you think improving patient management will improve patient outcomes?	A little				A lot
	1	2	3	4	5
What is the Return on Investment (ROI) for improving patient management?	Small				Large
	1	2	3	4	5
How certain are you that taking steps to improve would yield improvement?	Uncertain				Very Certain
	1	2	3	4	5
How much do you think physicians would benefit from improved patient management?	Not Much				A lot
	1	2	3	4	5
How intrinsically motivated do you believe physicians are to improve this skill?	Little Intrinsic				Highly Intrinsic
	1	2	3	4	5
How extrinsically motivated do you believe physicians are to improve this skill?	Little Extrinsic				Highly Extrinsic
	1	2	3	4	5
To what extent is improving patient management an individual task?	Very Individual				Not Individual
	1	2	3	4	5
To what extent is improving patient management a team task?	Not Team-oriented				Very Team-oriented
	1	2	3	4	5

Part Three

You may answer the following questions in relation to other professions, healthcare professions, or both.

What else do you think is useful for professionals who want to improve their work performance? What types of feedback do you think may be useful to help improve performance at work?