

## Sharing Survey Results: Overcoming Obstacles

Potential Obstacle	Best Practices
<i>Stage One: Preparing for the Conversation</i>	
<p><b>Understanding Reports/Data</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Don't let the Engaged Index distract you from more actionable changes (Engaged Indicators, behaviors, etc.)</li> <li><input type="checkbox"/> Explore additional reporting tabs to learn more about the data (Is it a trend? Is a drop due to movement from a 9 to an 8?)</li> <li><input type="checkbox"/> If you don't know why something changed, and it seems important – ask the team</li> <li><input type="checkbox"/> If the change seems to be due to a temporary circumstance, you don't need to focus on it</li> <li><input type="checkbox"/> Are you a data junkie? Give yourself a time limit and then move on using the insights you have gathered. Remember, you'll only be focusing on one or two things.</li> <li><input type="checkbox"/> Try bringing the data to other managers for perspective</li> <li><input type="checkbox"/> Build in time to take the data personally and then move onto a mindset of curiosity (move from WHAT!!! to Why?)</li> </ul> <p>Notes:</p>
<p><b>Developing a Plan for the Meeting</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Plan to talk for half, listen for half.</li> <li><input type="checkbox"/> You don't need to discuss ALL the data, you can just discuss the items the team finds interesting.</li> <li><input type="checkbox"/> Come with an idea of what you think the team could focus on, but be open to their ideas.</li> <li><input type="checkbox"/> Know that you don't need to have all the answers, your job is to ensure the conversation happens</li> </ul> <p>Notes:</p>

<i>Stage Two: Holding the Conversation</i>	
<b>Getting Employees to Talk</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Post the data and/or the questions you will be asking to allow them time to consider replies</li> <li><input type="checkbox"/> Get them into small groups to share perspective in a safer setting before asking for large group input</li> <li><input type="checkbox"/> Let them know you are interested in what they have to say and be patient</li> <li><input type="checkbox"/> Try smaller group discussions of the data with a larger group communication about findings</li> </ul> <p>Notes:</p>
<b>Helping Employees See Value</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be visible in promoting participation so the data is more meaningful</li> <li><input type="checkbox"/> Don't let the meeting happen without getting to a focus area that can lead to improvements (simple can be best!)</li> <li><input type="checkbox"/> Be tenacious about following up on survey focus areas so they know you take the feedback seriously</li> </ul> <p>Notes:</p>
<b>Handling Complaints Outside Your Control</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be honest in setting expectations, "I can see this is a problem for you, but I don't know how we can influence [thing], does anyone have any ideas how we might address this challenge?"</li> <li><input type="checkbox"/> Refocus the conversation, "I can tell this is creating some challenges, and I will make a note of this topic to think on later, and I'd like to move on so we have time to think through challenges we can have an impact on."</li> <li><input type="checkbox"/> Follow-up with outside resources, "I heard you were challenged by [thing] and I reached out to someone who is more familiar with how it works and this is what I learned..."</li> </ul> <p>Notes:</p>

<i>Stage Two: Holding the Conversation (con't)</i>	
<b>Deciding on a Focus Area</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Look for a theme to address, “It seems like a lot of our challenges are linked to communication. Let’s decide on something we can all focus on that would help with these challenges.”</li> <li><input type="checkbox"/> When in doubt, focus on behaviors, “Which of the behaviors could we all do more consistently that would have the biggest impact on improving our culture in the coming months?”</li> <li><input type="checkbox"/> Try a Start/Stop/Continue exercise. Asking, “What should we start doing?”, etc. to get people focused on next steps.</li> <li><input type="checkbox"/> Are there lots of scores in the passive (7/8) area? Try asking, “While a score of 7 or 8 is good, I don’t want us to settle. What would it take for us to feel comfortable getting to a 9 or a 10?”</li> <li><input type="checkbox"/> If you run out of time, schedule more time.</li> <li><input type="checkbox"/> If you have a list of ideas, post them and have people vote (circle stickers, hashes on the board, etc.)</li> </ul> <p>Notes:</p>
<i>Stage Three: Following-up after the Conversation</i>	
<b>Follow-up on the Conversation</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Schedule more meetings if necessary</li> <li><input type="checkbox"/> Follow-up with anyone that didn’t speak or seemed frustrated one-on-one (with curiosity!)</li> <li><input type="checkbox"/> Be intentional at recognizing people on your team (and outside your team!) that deliver on your focus area</li> <li><input type="checkbox"/> Set aside time in team meetings to check-in on the focus area – use One-minute Reminders: <ul style="list-style-type: none"> <li>○ Who has seen someone doing a great job of [focus area]?</li> <li>○ Can anyone think of a time when they could have done [focus area] more or better?</li> <li>○ Who has an idea of how we can get even better at [focus area]?</li> </ul> </li> </ul> <p>Notes:</p>