



EMPLOYEE ENGAGEMENT SURVEY FEEDBACK FACILITATION GUIDE

How to Talk to Your Team About Survey Feedback

Conducting an Engagement Survey Feedback Session

Now that you have received feedback from your employees, the next step is to discuss the results. Talking about the feedback with your employees can in and of itself, boost engagement.

The most powerful way to implement change that really sticks is to incorporate learnings from the feedback into the work you are already doing. Use the steps below to facilitate a conversation with employees to further understand the feedback, generate ideas, and incorporate actions into the work that the team is already focused on.

OPEN THE MEETING

- > Thank the team for their participation in the survey and attending the feedback session.
- > Remind the team: employee engagement and creating a great place to work is everyone's responsibility.
- > The purpose of the feedback session is to talk through the feedback, generate ideas, and pick one thing to work on.
- > Acknowledge: we will talk about many good ideas, but we won't be able to address them all. We will pick the one thing that we think will make the biggest impact.

SET THE GROUND RULES

- > Everyone participates.
- > Stay on topic.
- > This is not a gripe session: we will hold each other accountable for staying constructive and look for solutions.
- > Focus on what we can control and influence.

DISCUSS THE RESULTS

1) Share the results.

- > For the sake of time, you may focus on sharing the top 5 scoring items, the bottom scoring items and the engagement drivers.
- > Are there any surprises in the data?
- > Do you agree that the engagement drivers (or low scoring items) are the most important things to work on?
- > What are some of the barriers or challenges that we experience around those topics? Why does that happen (identify the root cause)?

2) Pick ONE area from the survey to focus on.

- > Which engagement driver (or low scoring item) do we want to focus on that will have the biggest impact? Consider:
 - > Areas that are the easiest to address
 - > Topics that are causing the most pain
 - > Areas that the team has control over

3) Connect the survey feedback to the things you are already working on. Ask:

- > What is the most important goal for our team right now (what do we need to accomplish in the next 3 – 6 months)? (E.g., meet a sales goal, roll-out a new product, deliver an exceptional customer experience)
- > How can we incorporate our engagement focus area (from #2) to this priority? (see page 3 for an example)

4) Create a specific plan to implement ONE idea.

- > What will we accomplish?
- > By when?
- > Who is responsible?
- > What does success look like?

5) On a quarterly basis, revisit progress that has been made on the plan. Add new action steps as needed to keep an ongoing focus on engagement.

WRAP IT UP:

- > Thank team members for participation.
- > You will be documenting a specific plan of action.
- > You will communicate the plan and will ask the team for help to execute as needed.
- > You will report back on progress quarterly.

EXAMPLE: DISCUSSING THE RESULTS

1) **Discuss the survey results:**

Key finding from the survey: We struggle with how we communicate with other departments.

Example: Our last round of hiring and onboarding was time-consuming and frustrating because we did not get what we needed from Human Resources in a timely manner.

Why? (root cause)

- > We were not proactive about informing HR about our hiring needs/needs/plans ahead of time.
- > HR was focused on performance reviews.

2) **Area of Focus:** Focus on improving communication with Human Resources

3) **Connect to what we are working on:** Our most important goal this quarter is to hire 3 new customer service employees. We can work on improving communication with HR during the hiring and onboarding process.

4) **Create a specific plan:**

- > Meet with HR to describe our hiring needs and timeline by the end of the month.
 - > Discuss opportunities to improve the communication between our departments.
 - > Discuss what a successful hiring process would look like for our department AND for HR.
- > Work with HR to create a timeline and outline roles/responsibilities for hiring/onboarding.
- > After new hires have been in place for 30 days, have a debrief meeting with HR to discuss what went well and what we can do better next time.

5) **Quarterly review:** Has communication with HR improved? Are there other opportunities to communicate better with other departments?

Facilitation Guide by Survey Topic

This best practice guide is organized by engagement survey topic.

Use the “Questions to Ask” to talk to your team to gain deeper understanding of the feedback from your employee engagement survey.

ADEQUATE RESOURCES

QUESTIONS TO ASK

- > What types of resources or information do you need to be able to accomplish our priority? What information do we communicate well and where do we have opportunities to improve?
- > How do you like to receive information? In-person, email, newsletter, etc.? How do we do at these different methods?
- > What are the channels for sharing information? Is there a regular method of communication? Is it effective? If no, why?
- > What do you do when you do not have the information or resources that you need to accomplish our priority? Do you know how to get it?
- > What gets in the way of effectively sharing information regarding accomplishing our priority? What barriers do we encounter? After the team responds, ask “why” those things get in the way. Keep asking why until you get to the root of the issue.
- > Think of a time when the organization did a good job sharing information. What specific things made that communication successful?
- > What can your supervisor do to help you be better informed or have what you need to accomplish your work?

CLEAR EXPECTATIONS

QUESTIONS TO ASK

- > Regarding our top priority, where is there a lack of clarity around expectations?
- > What challenges get in the way of having clear expectations? After the team responds, ask “why” those things get in the way. Keep asking why until you get to the root of the issue.
- > What is our formal or informal process for setting expectations around this priority? Is it effective? If no, why not?
- > How do we do at goal setting for our priority? Do we have clear timeframes, milestones, and expected outcomes? What do we do well? Where could we improve?
- > How do we communicate when expectations change around this priority?
- > Think of a time when you had very clear expectations for your performance. What made this situation successful? What could be applied to helping us accomplish our goal?

- > How do we prioritize where we should spend our time? How would this help us better achieve our goal?
- > How could your supervisor do better at communicating expectations?

COMMUNICATING CHANGE

QUESTIONS TO ASK

- > What kinds of changes impact our ability to meet our goal/business priority? What do you need to know? How do you like changes to be communicated?
- > Think of a time when a change and how it would affect you was communicated well. What specific things made that communication successful?
- > How well do we communicate before, during, and after significant changes? Where do we need to make the biggest improvement?
- > As a group, how can we be proactive about getting the information that we need to accomplish our priority? What can we do to be better at adapting to change?
- > What can your supervisor do better to help you work through changes that impact your ability to accomplish our goal/business priority? What can the organization do better?

COMMUNICATING AN INSPIRING VISION

QUESTIONS TO ASK

- > What makes you feel confident about where we are headed as an organization? Where are your concerns?
- > Do you understand the organization's vision and strategic goals? If no, what is unclear?
- > How could Senior Leaders communicate a vision and strategy for the future better? What communication methods work well? What would you like to know more about?
- > Think of a time when Senior Leaders did a good job communicating. What made that experience positive? How could we do more of that?
- > What gets in our way of communicating consistently? How could we improve?
- > If you were to rate this question a "5" what would be different?

CONFIDENCE IN CAREER

QUESTIONS TO ASK

- > Are there clear career progressions? Are they understood? Do you know what it takes to advance in your role?
- > How are decisions about promotions currently made? What should we start, stop, continue doing in regard to this process?
- > In addition to promotion, what are other ways that you could develop professionally? Ask the team to consider options like training opportunities, cross-training, increased responsibility, the opportunities to lead a team or a project.

- > Think of a time when you were provided with a meaningful development opportunity. How did the opportunity come about? What made it a positive experience? How did it benefit the organization? How could this help us be more effective at meeting our priority?
- > What can we do within this group to provide each other with more development opportunities (consider cross-training, mentoring, peer feedback, etc.)?
- > What could your supervisor do differently to be more supportive in accomplishing your career goals?

CONSTRUCTIVE FEEDBACK

QUESTIONS TO ASK

- > What kind of feedback do you need to meet our business priority?
- > How do you know if you are meeting your expectations around this priority? Is this effective? If no, why?
- > Think of a time when you were given feedback and it helped you perform better at your job. What about that situation made it positive?
- > What can we do within this group to provide each other with more feedback so we all can develop and accomplish our priority?
- > What can we do within this group to get better at the skill of giving feedback?
- > What could your supervisor do differently to get you the feedback you need?

CONTRIBUTE TO THE MISSION

QUESTIONS TO ASK

- > Do you have a clear understanding of the organization's goals/strategy/vision? If not, what is unclear? What could be done to provide further clarity? What information do you need? Who do you need it from?
- > Do you see alignment between your work and the goals of the organization? Why or why not? What could we do better to ensure work is aligned?
- > How well do we do at staying focused on the work that most contributes to organizational goals? What side-tracks us? Is there work we are doing that does not contribute to those goals?
- > Are we recognized for our contributions to meeting the goals of the organization? In what ways? How could this be improved?
- > How could your supervisor help to ensure there is a clear connection between our work and the goals of the organization? What can the organization do?

CROSS-FUNCTIONAL COLLABORATION AND COMMUNICATION

QUESTIONS TO ASK

- > Think of a time when we worked with another department effectively to accomplish a goal. How did we make sure we were all working toward the same outcome? What specific things made us successful? How could we apply those best practices across the organization?
- > Is there a clear understanding of how departments work together to accomplish our organization's goals? If not, why is there is lack of clarity?
- > What could we do to better facilitate collaboration with other areas of the organization? How could we communicate better? What could we start, stop, continue doing?
- > Are there things that we do within our group that do not contribute to accomplishing our priority? Why do we do those things?
- > How will we know if we are doing this well? What would success look like?
- > What would need to change for you to rate a "5" on this question?

DECISION-MAKING

QUESTIONS TO ASK

- > What does it mean to you to have input into decisions? What does it look like? Of those things, what do we do well? What do we not do well?
- > In regard to our business priority, what types of decisions do you want to have input into? What are the implications of not having input?
- > Is it clear who should be involved in which decisions related to this priority? Why or why not?
- > Think of a time when we did a good job getting the right input into a decision. What made that a positive situation? Why were we successful?
- > How do we balance involving the right people in decisions, with not involving everyone in everything?
- > What can we do to make sure we always consider the impact of the customer in our decision-making?
- > What could the organization do to leverage the knowledge of employees to make better decisions? How would that support help the organization meet its strategic goals?

DEMONSTRATING RESPECT

QUESTIONS TO ASK

- > What would you like your supervisor to know about what he/she could start, stop and continue doing to foster a respectful environment?
- > Think of a specific time when you did not feel respected (there is no need to share the specific situation). Why did that happen? (The point is not to place blame, but understand what is getting in the way.)
- > Are you comfortable speaking up when you do not feel respected? Why or why not? What options are available to share your concerns? Are they helpful? Why or why not?
- > What gets in the way of listening within our group? What barriers have you observed? Why does that happen?

- > Do you see that the team/organization values diverse ways of thinking? What is going well and what could be done better?
- > What changes would need to happen for you to respond with a “5” on this item?
- > What can we do as a team to ensure our concerns are heard? How do we do this in a way that is most beneficial to the organization?

ENCOURAGING NEW IDEAS

QUESTIONS TO ASK

- > What gets in the way of working on new and better ways of doing things in relation to our business priority? What barriers do we face? After the team responds, ask “why” those things get in the way. Keep asking why until you get to the root of the issue.
- > What types of things do we need to work on improving or innovating so we can better accomplish our goals?
- > What happens when a new idea is expressed? Are people receptive? Do we take action? Why or why not?
- > What happens when someone tries a new idea and fails? How could this be improved?
- > How could your work be structured differently to allow more time for making improvements?
- > What are formal and informal channels for sharing new ideas? How could we make it easier to share?
- > What could the organization do to leverage the knowledge and experience of employees to make our organization more innovative?

MANAGER LISTENS

QUESTIONS TO ASK

- > Think of a time when you felt listened to. What made that a good experience? How can we do more of that?
- > What does good listening look like? What behaviors would you like to see? What do we do well and where do we fall short?
- > What is the best way to ask for employee input? For what topics would the team most like to have an opportunity to share their thoughts and ideas?
- > What gets in our way of being good listeners? What role can all of us play in improving our listening?

RECOGNITION

QUESTIONS TO ASK

- > What types of things are employees rewarded for? Given our top priority, are these the right things? If not, what should they be?
- > What does “excellent” work on our priority look like? Do we agree on expectations and standards? If not, why?

- > How can we tie recognition to meeting our priority?
 - What do we need to accomplish? What specific measures will we use?
 - If we accomplish those goals, what recognition will be most meaningful?
- > What non-monetary types of recognition could we implement if we meet our goal? Consider public recognition, skill development opportunities, a note of thanks, peer feedback, etc. Of the ways you like to be recognized, what do we do well? What do we not do well?
- > Think of a time when you were recognized for excellent work. What made the recognition meaningful to you? How could we relate this type of recognition to performance that helps us meet our priority?
- > What can we do within this group to be better at recognizing each other's work?

SKILL DEVELOPMENT

QUESTIONS TO ASK

- > Do we have the skills we need to be able to accomplish our priority? What are we missing that people would like to learn?
- > What is the current process for making sure we have the skills we need to be effective/competitive? What aspects of this process work well? What does not work well?
- > What gets in the way of skill development? What barriers do you encounter? After the team responds, ask "why" those things get in the way. Keep asking why until you get to the root of the issue.
- > What resources are available for employee development that relate to our business priority? What resources would you like to have that you currently do not?
- > What is the employee's role in skill development? What is the role of his or her supervisor? What is the role of the organization?
- > What can we do within this group to provide each other with more development opportunities (consider cross-training, mentoring, peer feedback, etc.)?
- > What could your supervisor do differently to be more supportive of your development?

TEAM TRUST

QUESTIONS TO ASK

- > Think of a time when people within our workgroup were not working toward the same big picture goals (there is no need to share the specific situation). Why did that happen? What was the impact?
- > Is there a clear understanding of how our work group works together to accomplish our business priority? If not, why is there is lack of clarity?
- > How do we make sure everyone in our work group is on the same page when it comes to accomplishing our goal on time and to quality standards? How do we keep each other updated?
- > Are there things that we do within our group that do not contribute to accomplishing our priority? Why do we do those things?

- > Think of a time when our work group was unified in working toward a common goal. How did we make sure we were all working toward the same outcome? What specific things made us successful? How could we apply those best practices to our current priority?
- > How can we keep the top priority of our work group front-of-mind? How can we hold each other accountable for delivering on our responsibilities?
- > Do we have clear standards for how we will work well together? What are they?

WORK-LIFE BALANCE

QUESTIONS TO ASK

- > What does work-life balance mean to you?
- > What do we do well to promote work-life balance? What could we do better? After the team responds, ask “why” those things get in the way. Keep asking why until you get to the root of the issue.
- > What resources are available to you to help you keep a healthy balance between work life and home life? Are they helpful? Why or why not?