newmeasures

Post-Survey Facilitation Guide

EXPLORING SURVEY RESULTS BY TOPIC

How to Ask Questions to Better Understand Survey Results

Facilitation Guide by Survey Topic

This guide is designed to help you lead focused, meaningful conversations with your team based on your engagement survey results. It is organized by survey topic to make it easy to find what's most relevant.

Start by identifying 1–2 key areas from your survey results to focus on—especially low-scoring engagement drivers that may have the biggest impact. Then, use this guide to prepare for conversations that can help you better understand what's behind the results and begin identifying potential solutions together.

We recommend reviewing the suggested questions in advance and selecting those that best fit your team's needs and context. You don't need to ask every question—just the ones that will help spark productive dialogue and deepen your understanding.

Tips for Facilitating Deeper Results Conversations

Before we provide topic specific facilitation questions, here are a few best practices to ensure that your approach to facilitating post-survey conversation is successful.

SET YOURSELF UP FOR SUCCESS

Before diving into the conversation, keep these best practices in mind to prepare for a productive session:

- Provide opportunities for all employees to participate.
- Focus on active listening, not responding or defending.
- Encourage solution-focused dialogue.
- Be prepared for tough or unexpected conversations.

OPEN THE MEETING

- Thank the team for their participation in the survey and attending the feedback session.
- Remind the team that employee engagement and creating a great place to work is everyone's responsibility.
- Clarify the purpose: Explain that the goal of the conversation is to dive deeper into the feedback to better understand the results and gather input to inform next steps.

SET THE GROUND RULES

- Active participation: Encourage everyone to contribute to the conversation.
- Stay on track: Keep the discussion on topic and avoid spending too much time on one issue.
- Be solution-oriented: Focus on constructive feedback, avoid placing blame, and work together to identify practical solutions.
- Respect and accountability: Create a space where all perspectives are valued and hold all participants accountable for being respectful and productive.

DISCUSS THE RESULTS

- Before the session begins, assign a secondary note-taker to capture key points and insights shared during the conversation, ensuring that nothing important is missed and that follow-up actions are clearly documented.
- Start by briefly summarizing the focus area(s) you've chosen. Share a few highlights from the data, such as:
    - low scoring items
    - differences from previous survey results
    - differences from organizational benchmarks
    - comment themes
    - items with a large percentage of neutral responses
    - items that are harder to act on
- Use open-ended questions from or inspired by this guide to help steer the conversation and encourage insightful dialogue.

WRAP IT UP

- Thank team members for their time, honesty, and contributions.
- Share the next steps by explaining how their input will be used, outlining your action planning timeline, or opportunities for continued collaboration.
- Let your team know you'll keep them updated on progress and revisit this topic in future conversations.

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ACCESS TO JOB-CRITICAL INFORMATION

> What can be done to improve the availability and accessibility of important information?
> In what areas do you not have enough information to effectively do your job? Where is improvement needed most (e.g., within our team, at the organization level)?
> Reflect on the channels we currently use to share information (e.g., meetings, emails, internal platforms). Are our regular methods of communication effective? If not, what do you think would be more effective?
> What do you do when you do not have the information that you need to accomplish your job?
> What gets in the way of effectively sharing information regarding accomplishing our top business priority as a team? What barriers do we encounter?
> o *After the team responds, ask "why" those things get in the way. Keep asking why until you get to the root of the issue.*
> Do you feel comfortable asking for information when you do not have it? If not, what would make it more comfortable for you to ask for it?
> Think of a time when the organization did a good job at sharing information. What specific things made that communication successful?
> What can I do to help you be better informed or have what you need to accomplish your work?

ADEQUATE RESOURCES

> What types of resources (e.g., equipment, information, support, etc.) do you use to accomplish your goals in your day-to-day work?
> When you think about what's needed to do your best work, are there any specific types of resources you feel are inadequate—such as equipment, systems, training, information, or manager support?
> Are there any tools or processes you feel are outdated, inefficient, or missing entirely?
> What do you do when you do not have the information or resources that you need to accomplish your work?
> Do you feel you have access to the right training or development opportunities to stay effective in your role? Why or why not?
> Are there situations where resource gaps have caused delays, errors, or frustration for you or those we serve? What might have helped in those moments?
> Have there been times when my decisions (like timelines, team goals, or budget trade-offs) have made it harder to get the resources you need?
> Do you feel comfortable coming to me when you don't have what you need to be successful? If not, what could I do to make that easier?
> What are some small changes I could make that would help you feel more equipped and supported on the day-to-day?

AUTONOMY

> How can I better include your perspective when making decisions that affect your work?
> What types of decisions would you like to be more involved in?
> Are there barriers — in how we work or communicate — that make it hard for you to contribute your ideas?
> What aspects of your job would you like to have more control or freedom over?
> How comfortable are you with making decisions independently? What would make you feel more confident in doing so?
> What obstacles do you face that limit your ability to work autonomously? Are there specific processes or structures in place that you feel hinder your autonomy at work?
> What would need to change in the workplace for you to feel more trusted to make decisions on your own?
> How does the current decision-making process affect your ability to be responsive or efficient in your work?
> Are there decisions you feel could be made at your level but currently require approval from multiple layers of leadership? Can you share an example?
> Where do you see opportunities to streamline approvals or delegate more authority to the people closest to the work?
> What types of decisions do you wish our team had more autonomy over?

BELONGING

> When do you feel most included and valued on this team? What contributes to that feeling?
> Are there any specific barriers (e.g., culture, role, environment) that make it harder for you to feel included or connected at work?
> Are there any specific actions that have made you feel excluded or overlooked in the past? What can we do to prevent this in the future?
> Do you feel that the company's policies and practices support a sense of belonging for everyone? Are there any areas for improvement?
> What changes or initiatives would help improve your sense of community and belonging at work? At which level would you most like to see these initiatives/changes take place (e.g., individual employee, team, management, leadership)?
> What kinds of actions, words, or gestures make a difference in helping you feel respected and part of the team?
> Are there team dynamics, habits, or norms that unintentionally leave some people out? What could we shift?

CLEAR EXPECTATIONS

> What could I do differently or more consistently to make sure expectations are clear and easy to follow? Are there any support resources I could provide to you to enhance or support clarity?
> Are there ways I could be more consistent in how I communicate expectations across the team?
> Do you feel like you get helpful feedback on whether you're meeting expectations? How can I improve that feedback?
> How helpful are our check-ins or team meetings in keeping you aligned to goals and expectations? What would make them more helpful?
> What challenges get in the way of having clear expectations?
>> o *After the team responds, ask "why" those things get in the way. Keep asking why until you get to the root of the issue.*
> Describe our formal or informal process for setting expectations around work and how work gets done. Is it effective? If not, why not?
> Do we have clear timeframes, milestones, and expected outcomes for our work as a team? For your individual work? What do we do well? Where could we improve?
> Can you think of a time when expectations changed, and you didn't feel fully informed or prepared? What would have helped?
> How do we prioritize where we should spend our time? How would this help us better achieve our goals?
> Are there aspects of your role where you're unsure about what's expected of you or what success looks like?

COACHING

> How would you describe my coaching style? What do you appreciate about my coaching style? What would make it more effective?
> Are there moments when my tone or approach to feedback gets in the way of you being able to hear and apply it? What should I be mindful of?
> How do you feel about how often we talk about performance or development? Is it often enough?
> In what ways do you prefer to receive coaching (e.g., one-on-one meetings, real-time feedback, structured development plans)?
> What would you like to see more of during our conversations about performance — is it goal setting, skill-building, encouragement, or something else?
> Are there any areas where you feel additional coaching would help improve your performance?
> When I offer feedback or coaching, does the timing usually work for you — or are there moments where it feels too early or too late to act on it?

COMMUNICATING CHANGE

> When changes happen in the organization, do you feel like you clearly understand how those changes affect you or our team? Why or why not?
> How can I do a better job explaining what changes mean for you and your day-to-day work?
> How do you like changes to be communicated? What resources are we currently using that work well for you? What communication channels can we introduce that would be convenient and effective for you?
> Are there any follow-up resources you find to be helpful? Do you crave any follow-up resources that we do not currently offer?
> What kinds of information or context would help you feel more prepared or confident when changes are announced?
> How well do we communicate before, during, and after significant changes? Where do we need to make the biggest improvement?
> Do you feel like you have a chance to share your thoughts or concerns about changes that affect your work? Are there specific topics where this is more true than others?
> Do you feel like I take enough time to answer questions and listen to your concerns during times of change?
> Are there times when the pace or communication of change has made it hard for you to do your best work? What would have made it easier?
> As a group, how can we be proactive about getting the information that we need to accomplish our top business priority and goals? What can we do to be better at adapting to change?

COMMUNICATING AN INSPIRING VISION

> What makes you feel confident about where we are headed as an organization? What are your concerns?
> Do you understand the organization's vision and strategic goals? If not, what is unclear? Are there any parts of the vision that give you pause or hesitation?
> What unanswered questions do you have regarding our vision for the future?
> How do you think our team fits into our organization's vision for the future? How do you think your role fits into that vision?
> What top-down communication methods work well? What would you like to know more about?
> Think of a time when Senior Leaders did a good job communicating a vision for our company's future. What made that experience positive? How could we do more of that?

CONFIDENCE IN CAREER

> What challenges do you face in achieving your career goals at this organization? Are these challenges specific to our team or more systemic?
> Are there clear career progressions? Do you know what it takes to advance in your role? What information would help make the path forward clearer?
> Are there any specific challenges that make it harder for you to pursue your career goals — like workload, time, or support?
> In addition to promotion, what are other ways that you would like to develop?
>> o *Would you be interested in options like training opportunities, cross-training, increased responsibility, or leading a team or 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?
> Do you feel encouraged to take part in opportunities that support your career growth?
> Have you been able to explore new roles, responsibilities, or growth opportunities within the organization? What has that experience been like?
> What can we do within this group to provide each other with more development opportunities (e.g., cross-training, mentoring, peer feedback, etc.)?
> How can I better support your career goals — through feedback, conversations, opportunities, or something else?
> Do you feel like you have the time, tools, and resources you need to actively work on your career growth? Please share specific examples.

CONSTRUCTIVE FEEDBACK

> How would you describe the feedback you receive from me — in terms of how often, how clear it is, and how helpful it feels to you?
> When I offer feedback, does it feel relevant to your day-to-day work? Why or why not?
> Do you feel the feedback you receive helps you grow in your role or improve your performance? Why or why not?
> Do you feel the feedback you receive from me happens at the right times and cadence? If not, what changes would you like to see?
> In what ways do you prefer to receive feedback (e.g., one-on-one meetings, real-time feedback, structured development plans)?
> 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 (e.g., delivery, timeliness, relevance, etc.)?
> Do you feel I set clear performance expectations? Does the feedback I provide align with those expectations? Are there ways I can better connect the feedback to job expectations or goals to make it feel more purposeful and relevant?
> Does the feedback I provide feel actionable? If not, why not?
> Do you feel comfortable asking for feedback when you need it? If not, what could make that easier?
> What is one thing I could start doing when giving feedback to make it more meaningful?

CONTRIBUTE TO THE MISSION

> Do you feel you have a clear understanding of the organization's mission and goals? If not, what could help clarify them?
> In what ways do you see your work linking to the broader goals of the organization? If you don't see that link, what do you think is missing?
> Are there specific challenges or barriers that make it difficult for you to connect your role to the organization's success?
> How well do we stay focused on the work that contributes most to organizational goals? What side-tracks us? Is there work we are doing that does not contribute to those goals?
> Do you feel like our team's contributions to the organization's mission and success are recognized? Why or why not?
> Do you feel like your contributions to the organization are recognized or valued? How could recognition be improved in a way that ties to the organization's goals?
> How can I, as your manager, help you see how your work directly contributes to the organization's success, especially in the context of your career development and performance goals?

CROSS-FUNCTIONAL COLLABORATION

> 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 made us successful?
> Is there a clear understanding of how departments and teams work together to accomplish our organization's goals? If not, how can we improve clarity? What information do you need?
> How can managers and leaders support more effective collaboration across departments or teams?
> Do we need to introduce additional resources, tools, or processes to better facilitate cross-team collaboration? Are we making the most of existing resources that support collaboration?
> Are there certain departments or teams that you find more challenging to collaborate with? What makes those interactions more difficult?
> What could we do to better facilitate collaboration with other areas of the organization? How could we communicate better? What could we start, stop, or continue doing?
> Are there things that we do within our group that do not contribute to accomplishing our top business priority and goals? Why do we do those things?

CROSS-FUNCTIONAL COMMUNICATION

> Are there any past experiences where cross-functional communication worked particularly well? What made it successful, and how can we replicate that?
> Where do you see the biggest gaps in cross-functional communication? What areas need the most improvement to help teams work together to accomplish our business goals?
> What are some current obstacles (e.g., siloed thinking, role clarity, lack of time) that hinder effective cross-functional communication, and how can we address them?
> What can we do to reduce misunderstandings or miscommunication between teams?
> Which communication channels (e.g., meetings, emails, collaboration tools) seem to be most effective? What tools or systems could be introduced or improved to facilitate more effective cross-functional collaboration?

DECISION-MAKING

> What makes it harder to trust or feel confident in leadership decisions?
> Regarding our business goals, what types of decisions do you want to have input into? What are the potential consequences or missed opportunities when you're not given the chance to provide input?
> Can you think of times when decisions from leadership felt clear, timely, and well-communicated? What made those moments work?
> How well do you feel leadership's actions reflect what they communicate? Are there any examples that stand out for you?
> To what extent do you feel leadership decisions align with our organization's mission and values? Can you share any examples that illustrate this alignment or where it may have fallen short?
> How can 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

> What helps you feel heard and valued in conversations with me? How can I create more of those moments?
> What should I keep doing to help everyone feel their time and contributions are valued and respected?
> Are there ways I can show more respect in how I communicate or make decisions?
> Have there been moments where something I said or did didn't land well (no need to share the specific situation)? What advice would you share to help me show up in a way that feels more respectful and supportive moving forward?

DIFFICULT CONVERSATIONS

> What typically makes a conversation "difficult" for you at work (e.g., topic, person, etc.)?
> Which topics—whether related to work, leadership, or team dynamics—do you find most challenging to discuss, and why?
> What factors prevent you from having difficult conversations at work?
> How comfortable do you feel expressing concerns or feedback to your manager or team members? What would make you feel more at ease?
> Do you feel like you have the tools or strategies to address tough topics effectively? What additional support might help you feel more confident (e.g., training, resources)?
> What kind of feedback do you find most helpful when navigating a difficult conversation?
> How can we as a team address disagreements or misunderstandings in a way that feels respectful and productive?
> What topics, if any, do you feel are often avoided in conversations? What do you think makes them harder to address?

ENCOURAGING NEW IDEAS

> What types of things do we need to work on improving or innovating so we can better accomplish our top business priority and goals?
> Are there specific barriers that make it hard to experiment or innovate in your role?
> What gets in the way of working on new and better ways of doing things in relation to our goals? What barriers do we face?
>> o *After the team responds, ask "why" they think those things get in the way. Keep asking why until you get to the root of the issue.*
> What typically happens when a new idea is expressed?
> What formal and informal channels do you use to share new ideas? How could we make it easier to share? What channels would you prefer to use (e.g., meetings, email, etc.)?
> What could we do to leverage the knowledge and experience of employees to encourage innovation within our team? What could we do more broadly as an organization?

EXPRESSING OPINIONS

> Which kinds of issues — whether related to work, leadership, or team dynamics — do you find most challenging to discuss, and why?
> What would make it easier for you to express your opinions more confidently or effectively in the workplace?
> What factors prevent you from expressing your thoughts and opinions at work? Are there certain situations where you find it harder to share your perspective? Why is that?
> How can I create more opportunities for you to share your thoughts on the things that matter most to you at work?
> What important topics, if any, do you feel are often avoided in conversations? What do you think makes them harder to address?

LEADERSHIP ACTS ON FEEDBACK

> How well do you feel senior leaders have responded to employee feedback in the past? Are there specific examples you can share?
> What changes have you noticed from senior leadership as a result of employee feedback?
> Where do you see the biggest disconnect between feedback and action from leadership?
> What type of actions or behaviors from leadership make you feel that they value your feedback and are committed to improving the workplace based on it?
> Can you think of any examples where leadership's response to employee feedback was clear or noticeable? What about times when leadership said they acted on feedback, but it was not noticeable?
> How can leadership improve the way they seek and act on feedback to foster continuous improvement within the team or organization?

MANAGER CARES

> Are there specific areas where you feel I could show more care or concern for you as a person?
> Can you share any examples of when you felt supported or cared for by me, and what made that experience positive?
> What could I do differently to make you feel more valued or supported as a team member?
> Are there specific actions or behaviors that would help me better demonstrate my commitment to your success and well-being?
> How can I create a work environment where you feel more comfortable sharing your challenges or needs with me?

MANAGER LISTENS

> 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 from a manager look like? What behaviors would you like to see? What do I do well and where do I fall short?
> What is the best way to ask for employee input? For what topics would you most like to have an opportunity to share their thoughts and ideas?
> What challenges might prevent me as your manager from being a better listener, and how can I improve in this area to support the team more effectively?

RECOGNITION

> What types of things are employees rewarded for? Given our top business priority, are these the right things? If not, what should they be?
> What does "excellent" work look like? Do we agree on expectations and standards? If not, why?
> How can we tie recognition to meeting our top business priority?
>> o What goals do we need to accomplish? What specific measures will we use?
>> o If we accomplish those goals, what recognition will be most meaningful?
> What non-monetary types of recognition would you like to see implemented when we reach our goals (e.g., 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 goals?
> What can we do within this group to be better at recognizing each other's work?

SKILL DEVELOPMENT

> Do we have the skills we need to be able to accomplish our top business priority? What skills are we missing that people would like to learn (e.g., technical, leadership-based, etc.)?
> 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?
>> o *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 or opportunities are available for employee development that relate to our top business priority and goals?
> What kinds of development opportunities would feel most valuable to you that you do not currently have?
> How do you perceive your role in your skill development? What is my role as your manager? What is the role of the organization?
> How can we work together to create more opportunities for skill development?
> What can we do within this group to provide each other with more development opportunities (e.g., cross-training, mentoring, peer feedback, workload balancing, etc.)?
> What could I do differently to be more supportive of your development?

TEAM TRUST

> 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 top business priority? If not, why is there 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 top business priority and goals? 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 goals?
> How can we keep the goals 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?
> What other suggestions do you have for improving team trust and collaboration?

TRANSPARENT COMMUNICATION

> What specific instances or experiences have made you feel that communication from senior leadership was not transparent?
> Are there areas where you feel information is withheld or not shared openly? Can you provide any specific examples of these instances?
> What specific actions can leaders take to improve transparency in communication across the organization?
> How do you perceive the alignment between leadership's actions and their words? Can you share any examples that illustrate this?
> What tools, processes, or practices could help facilitate more transparent communication within the team or across departments?
> How can we encourage an environment where employees feel comfortable asking questions and seeking clarity?
> How can leaders improve transparency without overwhelming employees with too much information?
> What examples of transparent communication from leadership have made you feel more informed and involved?

WELL-BEING

> What does well-being mean to you?
> What do we do well as a team to support your personal well-being? What could we do better?
> What resources do you need to improve your well-being the most?
> Are there specific policies, behaviors, or situations that have made you feel unsupported? What changes would you like to see that would improve your well-being?
> Are there any unspoken norms or pressures that affect your well-being?
> Do you feel that our current benefits and wellness programs are relevant and accessible to you? Why or why not?
> > o *This can be a good opportunity to share organizational resources designed to support employee well-being. Encourage employees to reflect on resources they may not have considered before — would they use them, and why or why not?*
> What specific behaviors or actions could I take to better demonstrate care and concern for your well-being?

WORK-LIFE BALANCE

> What does work-life balance mean to you?
> What do we do well as a team to promote work-life balance? What could we do better?
> What challenges get in the way of your work-life balance?
> > o *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?
> > o *This can be a good opportunity to share organizational resources designed to support work-life balance. Encourage employees to reflect on resources they may not have considered before — would they use them, and why or why not?*
> How well do our current policies and procedures support your ability to maintain a healthy work-life balance? What changes would you like to see that you think would have the biggest impact?
> If you could change one thing about your day-to-day work to improve balance, what would it be?
> What tools, systems, and habits could we introduce to help people manage their responsibilities more effectively?

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