

# How To Get The Most Out of Your **Employee Survey Results**

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You have taken the steps to measure employee engagement in your organization, but what happens after employees share their input is what really matters when it comes to building long-term trust and engagement.

Now that you have your survey results, follow these three steps to make the most of the feedback:



## Communicate the Results

Bring your team together to review and discuss the survey results.

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## Develop Your Engagement Plan

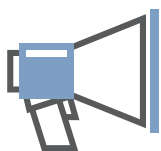
Work together as a team to determine two or three priorities that will have the greatest impact on the team's collective engagement in the months ahead.

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## Take Action

Hold yourself and your team accountable for taking steps towards accomplishing your goals, and continue to have regular check-ins.



# Communicate the Results

Bring your team together to have a meaningful conversation about the survey results.

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Before meeting with your team, take some time to review, understand and reflect on the results — the organization's overall results, your team's specific results and how your team compares to the broader organization and external benchmarks. Be prepared to share all of this information with your team.

Share your team's survey results — highlighting both areas of strength and opportunities for improvement.

Ask for your team's insight and input. ***Some questions you might want to consider asking include:***

- What stands out to you from our team's responses? Does anything come as a surprise?
- Where do you see our biggest opportunities for improving our team's engagement?
- What would it take for you to "strongly agree" with this item in the future?
- What are a couple quick wins we could focus on immediately to support the team?

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## Tips to interpret survey results

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**Look for themes in the data and the comments.** Are there topics that tend to score higher/lower? Do team scores reflect the larger organization, or are there areas of strength/concern that seem to be specific to the team? Look to comments to provide more "color" to explain the numeric data.

**Consider comments as indicators.** The comments your team makes can reveal areas of importance that might not be accounted for in the numeric survey data.

**Comments are not always representative.** Comments are often more negative than positive. Don't take negative comments personally and resist the urge to get defensive or confront your team. Instead, thank your team for sharing their feedback and be open to a larger discussion about their concerns.

**Remember that data is simply a start** to quality, ongoing conversations.



# Develop Your Engagement Plan

Work together as a team to determine two or three priorities that will have the greatest impact on employee engagement in the months ahead.

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Work together as a team to determine two or three priorities that will have the greatest impact on employee engagement in the months ahead.

Your Engagement Action Plan should reflect what's most important to your team. **To help you determine what to focus on, discuss the following questions:**

- Are there scores that are lower for your team than the organization as a whole? If so, are these items areas of importance to the team and their feeling of engagement?
- What items can you directly impact at the team level? Where are you, as a leader, able to help?
- Are the items your team finds most important relevant to your business goals and priorities?
- If we had to pick just two or three areas to focus on, which would we pick as a team? What can we do in the near-term to make a positive shift around these issues? What are longer-term actions we need to take to make a lasting difference?

Once you've worked together to come up with the two or three priorities, and brainstormed actionable solutions to address each, your team should establish clear goals, discuss reasonable timeframes and make decisions about ownership and accountability.

## Things to Remember when Creating an Engagement Action Plan

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Make sure you **choose priority areas** that are most relevant to your team's concerns, goals and priorities.

Managers alone should not determine priorities and solutions. The **process should be transparent**, inclusive and come from the team.

**Identify solutions.** Consider your team's strengths and positive survey data, and think about how you can leverage that to improve areas needing improvement.

Use an **engagement plan template** to help guide you through the planning process.

# Engagement Action Plan Template

Use the engagement plan template below to support your team as you work together to determine the priorities that will have the greatest impact on employee engagement in the months ahead.

Date: \_\_\_\_\_ Team: \_\_\_\_\_

Highest Scoring Survey Items <i>(list 3-5)</i>	Lowest Scoring Survey Items <i>(list 3-5)</i>

## Top Priorities

What will have the greatest impact on improving our collective engagement

Complete the following section for each priority listed above

Priority #1:
Goal(s):

**Specific Actions needed** *(List the short- and long-term actions you plan to take to achieve your goals.)*

### Short Term

Action	Accountable	Immediate Next Step	Timeline
What do we need to do to make progress towards our goal(s)?	Owner: Who is accountable? Contributors: Who else will support?	What needs to happen next?	When do we anticipate completing this action?
	Owner:  Contributors:		
	Owner:  Contributors:		

### Long Term

Action	Accountable	Immediate Next Step	Timeline
What do we need to do to make progress towards our goal(s)?	Owner: Who is accountable? Contributors: Who else will support?	What needs to happen next?	When do we anticipate completing this action?
	Owner:  Contributors:		
	Owner:  Contributors:		

**Priority #2:****Goal(s):****Specific Actions needed** (List the short- and long-term actions you plan to take to achieve your goals.)**Short Term**

Action	Accountable	Immediate Next Step	Timeline
What do we need to do to make progress towards our goal(s)?	Owner: Who is accountable? Contributors: Who else will support?	What needs to happen next?	When do we anticipate completing this action?
	<b>Owner:</b>  <b>Contributors:</b>		
	<b>Owner:</b>  <b>Contributors:</b>		

**Long Term**

Action	Accountable	Immediate Next Step	Timeline
What do we need to do to make progress towards our goal(s)?	Owner: Who is accountable? Contributors: Who else will support?	What needs to happen next?	When do we anticipate completing this action?
	<b>Owner:</b>  <b>Contributors:</b>		
	<b>Owner:</b>  <b>Contributors:</b>		

**Priority #3:****Goal(s):****Specific Actions needed** (List the short- and long-term actions you plan to take to achieve your goals.)**Short Term**

Action	Accountable	Immediate Next Step	Timeline
What do we need to do to make progress towards our goal(s)?	Owner: Who is accountable? Contributors: Who else will support?	What needs to happen next?	When do we anticipate completing this action?
	<b>Owner:</b>  <b>Contributor:</b>		
	<b>Owner:</b>  <b>Contributors:</b>		

**Long Term**

Action	Accountable	Immediate Next Step	Timeline
What do we need to do to make progress towards our goal(s)?	Owner: Who is accountable? Contributors: Who else will support?	What needs to happen next?	When do we anticipate completing this action?
	<b>Owner:</b>  <b>Contributors:</b>		
	<b>Owner:</b>  <b>Contributors:</b>		

Date of next progress check-in: \_\_\_\_\_



# Take Action

Hold yourself and your team accountable for taking steps towards accomplishing your goals, and continue to have regular check-ins and conversation.

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Acting on feedback using a regular, real-time approach will help you build a stronger, happier and more effective team over time.

Create opportunities for ongoing conversations by establishing regular check-ins (at least monthly) with your team to discuss progress and any adjustments needed to your plan.

## ***Here are some questions to regularly discuss:***

- What have we accomplished? How? What was the impact of that accomplishment?
- What has worked? What hasn't worked?
- What new ideas should we consider based on our learning so far?
- Where can we continue to improve?
- Are these still the right priorities?

Make sure to continue adjusting the plan as needed. Think of your Engagement Action Plan as a “living” document to build upon and evolve over time.

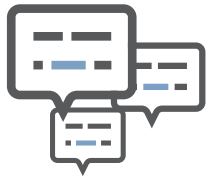
## Your Actions Matter

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- Gallup found that workgroups in the top quartile of action-planning after employee surveys increased their employee engagement scores by an average of 10%.<sup>1</sup>
- In contrast, workgroups in the lowest quartile of action-planning saw their engagement scores decrease by an average of 3%.<sup>1</sup>
- In organizations where employees perceive their managers (but not their leaders) to be effective, 23% of workers are highly engaged.<sup>2</sup>
- When employees perceive their leaders (but not their managers) to be effective, 35% are highly engaged.<sup>2</sup>
- When both leaders and managers are perceived as effective, 72% of employees are highly engaged.<sup>2</sup>

1 Towers Watson 2014 Global Workforce Study

2 <http://www.gallup.com/businessjournal/23956/what-employee-survey-results.aspx>



# Tips for Facilitating Successful Team Conversations

**Be transparent.** Share as much information as possible in an objective manner — don't sugarcoat. A 2015 report identified that over 50% of employees say that more company information and data being shared had a significant positive impact on their productivity and performance.

**Be authentic.** Be genuine in sharing how you felt about the results. What made you proud? What surprised you? What has been your experience as an employee? What do you wish you might have done differently over the past year as a leader? Being honest about your experience will help others feel comfortable opening up about their perspectives.

**Listen first.** Create plenty of space for team members to share their thoughts and feelings about their experience. Make sure you're listening — ask questions to check for understanding and resist the urge to chime in with your own perspectives. Don't be dismissive, and acknowledge how your team feels.

**Don't shy away from tough feedback.** Invite candid feedback and show appreciation for team members who offer constructive insights. Approach feedback as a learning opportunity. This will build trust and encourage a team environment where everyone can contribute their best ideas.

**Focus on team strengths, while identifying opportunities.** Starting from a place of positive inquiry can often lead to the best solutions. Show your team where their results outperform the organization as a whole, and discuss how these areas of strength can be used to address some of the issues and areas of opportunity.

**Ask for ideas.** You don't need to have all the answers. Catalyze group genius — ask your team for their thoughts on where to focus and specific actions that can be taken. Commit to exploring those ideas and suggestions further. This will not only ensure you develop the best solutions, but also that everyone on the team is bought-in and has skin in the game.

**Create shared accountability.** Making improvements to the workplace and team culture is everyone's responsibility — not just the leader's. Commit and hold yourself accountable, but also agree to clear accountabilities from the team. Make this a regular discussion item during follow-up conversations to ensure that improving engagement is a team effort.



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