Effectory

How to make impact with employee feedback within your organization?

Impact refers to the influence that employee feedback has on your employees, teams and organization within the framework of your objectives.

In addition to collecting feedback, it is essential to foster commitment, to have the right capabilities and to establish a well-defined process. This document serves as an impact assessment tool highlighting these three key elements.

It all comes down to

- [x] **Commitment**
- [x] **Capability**
- [x] **Process**

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- ☑ **Commitment**
- ☑ Capability
- ☑ Process

Commitment: from leadership, direct managers and employees

Requirements/conditions

Senior management believes that employee listening helps the organization in reaching its ambitions.

Senior management frequently communicates about culture, values, the dependency on people for sustainable success and/or recognizes the feedback/sentiment in the organization.

Guiding questions

- ✓ Is leadership (board, management, executives) on board?
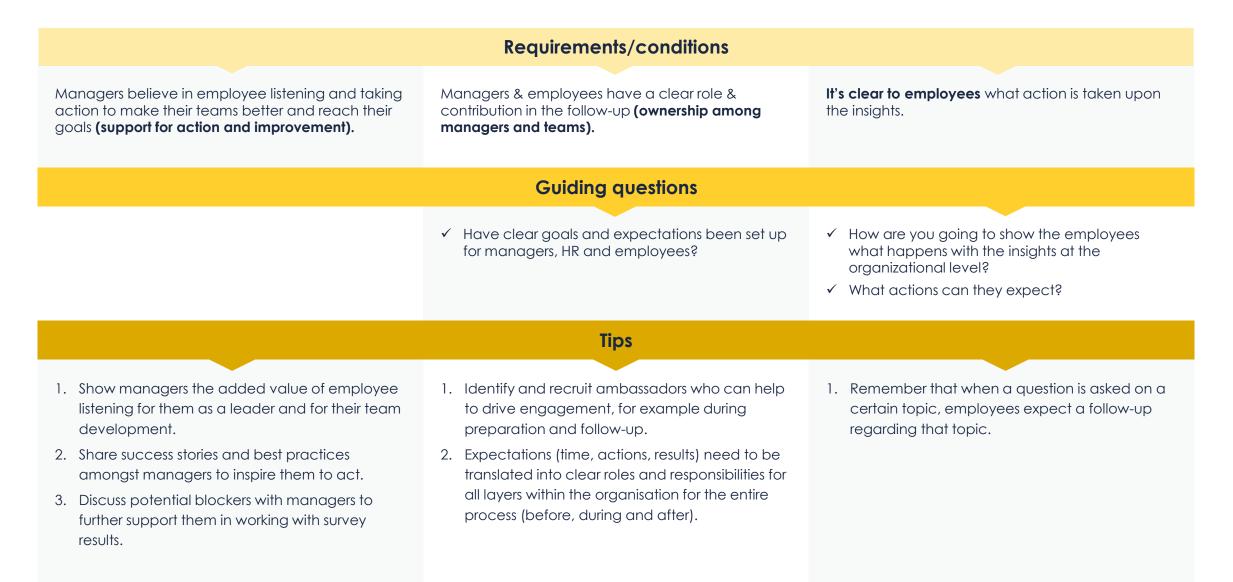- ✓ Do they believe in its benefits?
- ✓ Is there accountability and commitment among senior leaders?

Tips

1. Keep the employee listening strategy as an integral part of your annual strategic plan.
2. Accountability and commitment starts with senior leaders, but it doesn't stop with them; while senior leaders are responsible for setting the tone, it should be a collective responsibility amongst all the layers within organisation.
3. Include key decision makers in the strategy session/ core project team (for example a representative from senior leadership).
4. Get commitment for the Joint Success Plan (which is created in the kick-off session with Effectory) from the senior leaders and use it to track milestones.

1. Senior management sets the tone by communicating the WHY. Tip: make it as personal as possible, connect it to the company's strategy or explain what's in it for the employees.
2. Identify key periodic communication moments.
3. Leaders should show their commitment by ensuring time is made available for working on this throughout the organisation.

Commitment: from leadership, direct managers and employees

Requirements/conditions

Managers believe in employee listening and taking action to make their teams better and reach their goals **(support for action and improvement).**

Managers & employees have a clear role & contribution in the follow-up **(ownership among managers and teams).**

It's clear to employees what action is taken upon the insights.

Guiding questions

✓ Have clear goals and expectations been set up for managers, HR and employees?

✓ How are you going to show the employees what happens with the insights at the organizational level?

✓ What actions can they expect?

Tips

1. Show managers the added value of employee listening for them as a leader and for their team development.
2. Share success stories and best practices amongst managers to inspire them to act.
3. Discuss potential blockers with managers to further support them in working with survey results.

1. Identify and recruit ambassadors who can help to drive engagement, for example during preparation and follow-up.
2. Expectations (time, actions, results) need to be translated into clear roles and responsibilities for all layers within the organisation for the entire process (before, during and after).

1. Remember that when a question is asked on a certain topic, employees expect a follow-up regarding that topic.

It all comes down to

☑ **Commitment**

☑ **Capability**

☑ **Process**

Capability: management and HR

Requirements/conditions

We have resources available to support our managers and teams to act based on survey insights.

Guiding questions

✓ What internal tools are available? (example: team coach/HR to facilitate team dialogues).

✓ Is budget available to get further (external) support for trainings/team days; specific support for teams with critical results?

Tips

1. Check in with managers if they need any additional support from HR or other resources.

2. Make sure that support is offered to teams that need help in having an effective conversation. Effectory works together with partners specialized in leading team conversations to a concrete action plan.*

3. HR or the project coordinator communicates upfront what tools & resources are available for supporting managers and teams.

4. Tips & best practices are available for different items within the Effectory result dashboard.

5. Use Your Feedback (depending on your subscription) for employees to see their own results and team results. Reach out to your Customer Success Manager if needed.

6. Managers/HR can request additional presentations and additional analysis such as; drivers, correlations, combinations of different groups/levels.*

* additional investment

Capability: management and HR

Requirements/conditions

HR and managers understand how to **read and interpret feedback results.**

Managers and HR are **trained as facilitators** to act on employee feedback results.

Guiding questions

✓ Is the HR department able to read the results and support managers in this? (Note: Effectory can support you here).

✓ Are HR and managers able to facilitate a conversation about the results and act based on the results?

Tips

1. Videos of how to use My Effectory are available in the dashboard.
2. Make use of the toolkit for managers (for both offline and online). Ask your Customer Success Manager for the toolkit.

1. Make use of the Train The Facilitator workshops offered by Effectory.*
2. Describe how facilitators that potentially need help can make use of different resources or other types of (personal) support.

* additional investment

It all comes down to

- ☑ **Commitment**
- ☑ **Capability**
- ☑ **Process**

Process: within the organization and teams

Requirements/conditions

In our organization we are generally good at rolling out (new) plans and initiatives and to continue existing plans.

Guiding questions

- ✓ Central follow-up: Which priorities are picked up from the results at organizational level? Who is responsible for this and within what time frame)?
- ✓ Decentralised follow-up: Who organises and leads conversations within the teams? What should these conversations achieve?
- ✓ Is the follow-up process embedded into your feedback landscape? If you do not have a feedback landscape, contact your Customer Success Manager to set this up.

Tips

1. Define a clear action plan for follow-up BEFORE you roll-out survey results.
2. Differentiate between an organizational level and team specific approach.
3. Manage expectations and clarify roles and responsibilities for different stakeholders from management, HR, direct managers and employees.
4. Decide on priorities on organizational or team level by defining three topics within the sphere of influence, and three topics outside the sphere of influence. Communicate these back to HR, that monitors follow-up throughout the year.
5. Appoint survey-ambassadors to ensure a follow-up and the monitoring of actions.

Process: within the organization and teams

Requirements/conditions

The best way **to reach the organization** to communicate plans (roles, responsibilities, planning) is …. (Board, Senior management, managers, employees).

What **existing structures** are there to act on insights gathered from surveys?

Guiding questions

- ✓ How and when are the results of surveys communicated to each target group?
- ✓ Who is going to communicate the plan to each target group?

- ✓ In which existing structures can the conversation/follow-up be integrated?
- ✓ By what means or in what way can the insights be recorded and shared?

Tips

1. Inform stakeholders timely, accurately and clearly about the survey that is going to take place. Do it step by step, do not formulate it as a 'big' project, keep it simple and easy.
2. Create a timeline for HR in which you keep track of the project progress but also integrate important communication moments.

1. Integrate communication moments in existing systems or structures.
2. Use company updates to report on progress or check in with teams in relation to the formulated actions.
3. Perform a check on progress periodically to ensure that managers receive the support and help they need to act according to the formulated action plans.

Key communication moments:

Before → During → After

Before

- CEO communicates 'the why' of employee listening and how it derives from their vision and strategy, to everyone in the organization.

- HR/project lead communicates about the timeline of the landscape/surveys, to everyone in the organization.

- HR/project lead communicates about the follow-up process for each survey planned.

- HR/project lead communicates about roles & responsibilities and expectations to the respective stakeholders (managers, board, employees etc.).

Check questions:

- Is everyone aware of the feedback landscape/surveys and do they understand why it is important?

- Do all stakeholders know what is expected from them, when and why?

During

- Managers communicate to their respective teams about response rate.

- HR communicates about the progress and might emphasize the importance of their feedback again.

- If you decide to extend the survey deadline (until 12 hours before deadline), communicate the new deadline to employees to increase the response rate.

Check questions:

- Frequently check the progress of the response rate and act on it.

- Is the response rate increasing after the reminders?

After

- CEO repeats 'the why' and how the organization will follow-up on the results; first about the process and later about the specific actions.

- Cascade the communication of results to every layer in the organization. For example, on organizational level the CEO communicates and on team level the manager communicates.

- HR shares what is expected from managers and employees and offers help in follow-up if needed.

- Managers communicate team action points and monitor progress.

Check questions:

- Is everyone aware of the results on organizational level and do they know what will happen next?

- Does everyone know when they are expected to communicate about the results?

- Does everyone know how to present the results?