

# Getting started with the results

Manager toolkit



# Welcome to this toolkit for (team) meetings!

Your survey results are in, and you want to get to work with your team to take a step in your development. Where do you start, what do you have to take into account? We are happy to help you on your way.

**A short guide:  
reading the results**

**Discussing results:  
the basics**

**Specific tips &  
working methods**

**Tailored assistance  
from our Consultants**

Choose a topic, click  
the button and read  
more!



# A short guide: Reading the results

Compared items and score calculation

## 0-to-10 point rating scale

On closed-ended questions, participants must select one of the answer options below, which include a corresponding point from 0 to 10. The overall organisational score is then calculated using the average of all points per question.

Possible answers	Score
Strongly agree	10
Agree	7.5
Neither agree nor disagree	5
Disagree	2.5
Strongly disagree	0

## Question score example

The question score is the average of all participant answers.

Participant 1	5
Participant 2	10
Question score	7.5

## Theme score example

The theme score is the average of its corresponding questions.

Question 1	7.5
Question 2	8.5
Theme score	8

# A short guide: Reading the results


Score differences and how the results are compared

 Current survey score is lower by at least 1.5 points.

 Current survey score is lower by at least 0.7 points.

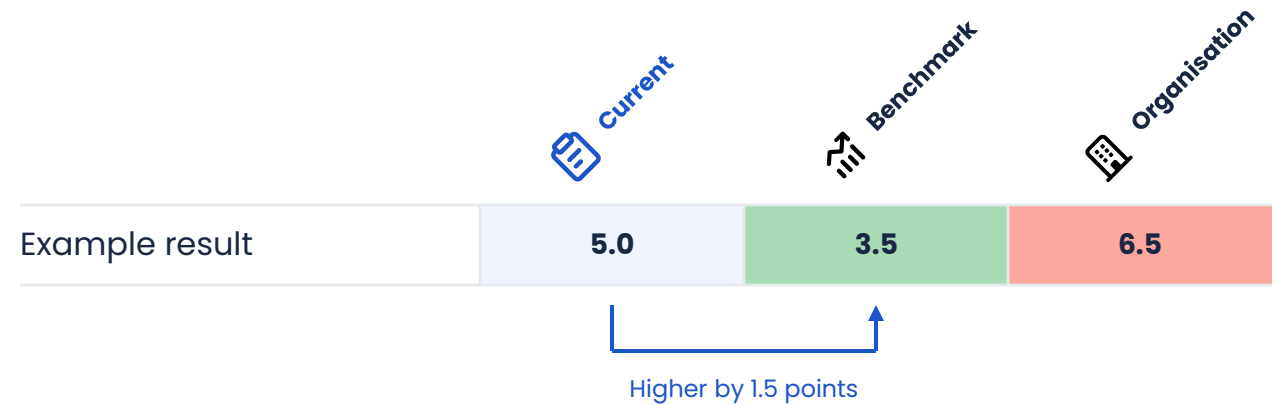
 Not relevant since difference is smaller than 0.7 points.

 Current survey score is higher by at least 0.7 points.

 Current survey score is higher by at least 1.5 points.

Multiple-choice results are compared by absolute percentages

 **+ 20**  **+ 10**   **- 10**  **- 20**



## Significance (\*)

Significance helps identify whether the difference between two scores is meaningful and not due to random chance. A score marked with an asterisk indicates that the difference between this score and Current's score is considered significant. It reflects a real difference worth paying attention to.

# Discussing results: the basics <sup>1/2</sup>

## 1 Preparation

- ✓ **Share** the results and the corresponding guide with your team in preparation for the meeting:
  - **Focus** on the "scores for the questions" section of the report.
  - **Check out** the comments and tips, which often provide valuable additional information.
- ✓ **Determine** with (part of) the team which topic you would like to work on first.
- ✓ **Involve** (part of) your employees during the preparation, this creates support.
- ✓ **Give** your employees a preparatory assignment in advance (reading results, answering questions, etc.).
- ✓ **Arrange** a pleasing meeting space, including a flip over.
- ✓ **Reserve** sufficient time (2 to 4 hours, depending on the goal and amount of people)

## 2 Starting the meeting

- ✓ **Start** with the objective of the meeting (why are we here?).
- ✓ **Share** the meeting agenda.
- ✓ **Share** 'meeting etiquette' (no interruptions, attentive listening & active attitude).  
*Alternative: collect 'meeting etiquette' (group provides input, this increases engagement)*
- ✓ **Do** a brief check-in\* with the participants.

\* See '*Check-in exercises*' for tips

# Discussing results: the basics 2/2

## 3 The conversation

- ✓ **Take** the report as the starting point of the conversation, especially use the scores on the questions.
- ✓ **Discuss** what is going well / topics of pride within the team (individually determined, plenary discussion)
- ✓ **Determine** the main themes together. Which 2–3 points have the most support?
- ✓ **Discuss** what could be improved / areas of improvement within the team (individually determined, plenary discussion)
- ✓ **Ask** open questions (questions that cannot be answered with yes or no)
- ✓ **Determine** the main themes. Together, choose the 2–3 most important areas for improvement.

## 4 Action & Follow-up

- ✓ **Ask** for and collect possible solutions/ideas for areas for improvement (tip: keep it small!).
- ✓ **Choose** up to 3 good ideas
- ✓ **Give** a subgroup the task of developing these ideas further:  
What needs to be done?  
Who is responsible?  
When will it be completed?
- ✓ **Include** actions in existing meetings, action lists, day start etc.
- ✓ **Discuss**: is it necessary to schedule a follow-up meeting?
- ✓ **Evaluate** after a few weeks: how are we doing on our agreements **and actions**?

## Specific tips & working methods for:

Choose a topic, click  
the button and read  
more!

**Small teams**

2 to 15 employees

**Large teams**

16 or more employees

**Higher scores**

Team has on average more higher scores

**Lower scores**

Team has on average more lower scores

**Diversity**

Teams with various nationalities

**Specific  
themes**

Specific themes (leadership, workload)

**Movement &  
energy**

General tips on movement & energy

**Check-in  
exercises**

Tips for a good start

**Short  
energizers**

Exercises to boost energy



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# Small teams

A meeting with a small team is often easier to organize. It is easier to get everyone together, each person has more time to express themselves and you can explore topics in more depth. It is important to ensure that the team does not get caught in lengthy discussions.

## 1 Tips

- ✓ **Create** a circle of chairs without a table, this increases connection & openness in the team.
- ✓ **Ask** the team a clear question and use it to steer the conversation in the desired direction.
- ✓ **Keep asking questions** if something draws your attention in order to dig deeper into the subject.
- ✓ **Allow** team members to respond to each other's contributions. That also ensures depth in the conversation.

## 2 Working methods

### Moderating & prioritizing:

- ✓ **Share** the report and ask everyone to answer the following questions for themselves:
  - ✓ What is going well within our team?
  - ✓ Where do I see opportunity for improvement?
- ✓ **Write** down per person two topics for improvement and two things that go well (2x green post-it, 2x red post-it).
- ✓ **Discuss** the topics within the group. Group the answers if possible (create themes).
- ✓ **Choose** the most important topics using voting stickers or by marking them with a pen.



# Large teams

A meeting with a larger team often requires more guidance and preparation. In larger groups, people are not as quick to take the initiative and express themselves with less ease. Therefore, keep the part involving the whole team short and to the point, and work as much as possible in small groups (subgroups).

## 1 Tips

- ✓ **Provide** clear assignments and guidance during the meeting. This will reduce the risk of confusion.
- ✓ **Vary** between working together and working in subgroups. This keeps the energy level high.
- ✓ **Know** that people within smaller groups are more likely to express themselves.
- ✓ **Encourage** movement, this creates energy (see "movement & energy" for concrete tips).
- ✓ **Make sure** that there is enough time at the end of the meeting to make (follow-up) arrangements.

## 2 Working methods

### Traffic light model

- ✓ **Share** the report and have everyone answer the following three questions for themselves:
  1. What should we stop doing?
  2. What should we continue doing?
  3. What should we start doing?
- ✓ **Divide** the team in subgroups.
- ✓ **Begin** the discussion with your subgroup about the responses provided. Determine the most important themes per question.
- ✓ **Determine actions:** ask a team delegation to devise actions on the main themes using:
 

**Current → desired situation**

  - I. What is the current situation?
  - II. What is the desired situation?
  - III. What is an achievable first step?

### Traffic light model



Stop



Continue



Start

# Higher scores

Start a discussion about a broadly positive report, too! Attention is often only given to the things that can be improved. Take a moment to think about what is going well and express that to each other. This is motivating and reaffirms the team's strengths.

## 1 Why hold a discussion?

1. Regardless of the results of an employee survey, it is always important and a good idea to discuss the results with your team after receiving feedback. It shows that you are taking the feedback provided seriously.
2. Is your report very green? Then you have a perfect opportunity to look at the future together.
3. Discussing a green report often produces positive energy and team building.
4. Additionally, it is a great opportunity to pause and enjoy your team's success. You are doing well — you should have the chance to demonstrate and celebrate that fact.

## 2 Tips

- ✓ **Take** the time to express appreciation for the things that are going well. This increases team building.
- ✓ **Examine** as a group what induces positivity. You can learn a great deal from this.
- ✓ **Discuss** together: what can colleagues approach you for?
- ✓ **Celebrate** successes!

## 3 Working methods

### Preserving and building on strengths:

- ✓ **Distribute** the report in preparation for the meeting and let everyone answer the following question for themselves: *what is going well in our team?*
- ✓ **Discuss** and determine the most important topics (choose two or three).
- ✓ **Form** subgroups and explore one topic per group using the questions:
  1. How can we maintain this positive element?
  2. How can we make greater use of this strength?
  3. What action items, big or small, can we come up with?
- ✓ **Ask** which points for development the colleagues see for the team. Discuss, prioritize and determine actions.

# Lower scores

Getting lower scores does not feel pleasant. This can often be a sign that something "more significant" is happening. Take this sign seriously — then you and your team can grow. Prepare the meeting well and actively request help if necessary.

## 1 Tips

- ✓ Ask yourself if you are the one who should be guiding the meeting (do you feel able and confident enough to do it?). Seek support from HR if you have any doubts.
- ✓ Provide an environment in which open conversation is stimulated (spacious hall, chairs in a circle, external location, etc.)
- ✓ Take your own feelings seriously. Take a moment to reflect on your experience of receiving the report.
- ✓ Do not get defensive. Be responsive to the feedback.
- ✓ Make allowances for any frustration that emerges from the team. This is a form of release.
- ✓ Better to deal with just one point well than to deal with five inadequately.

## 2 Working methods

### Deepening and determining areas for development:

- ✓ **Distribute** the report and have everyone answer the following question for themselves: *When do you experience/have you experienced difficulty in your work?* (write down individually on post-its).
- ✓ **Discuss** the post-its within the group and create themes. Start with a volunteer's input and try to give everyone an equal amount of time. Ask probing questions (e.g. *Why do you think that is important?*).
- ✓ **Choose** as a group which is the most important point for development and discuss what kind of follow-up is preferred.

### Identify positive points:

- ✓ **Divide** the group into subgroups (3–5 people).
- ✓ **Discuss:** *what is going well in our team?*
- ✓ **Identify** two positive points per subgroup. Share this in the group.

## 3 Request support

1. Guiding a meeting about a red report can be stressful.
2. Actively request help. HR can assist you with the preparation and guidance of your meeting.
3. We realize that this meeting can be complicated. Make sure you prepare well and actively request help!

# Diversity in teams

'Diversity' or 'variety' can have multiple forms: diversity in gender, age, origin or background. The greater the diversity in a team, the greater the chance that people will not understand each other properly. However, research shows that diversity in teams can also contribute to success. People should be curious to and willing to understand one another.

## 1 Tips

- ✓ **Start** the meeting with a personal exercise to give people the chance to get to know each other. For example: show a photo from your phone and briefly state the memory you have with it.
- ✓ **Determine** the "meeting etiquette" together: what is important for us as a group to have a conversation with each other? What do we want to agree on?
- ✓ **Ask** for examples and encourage people to keep asking
- ✓ **Note:** is there a language barrier? Work with for example photo cards and images, make sure people don't have to write and keep it simple!

## 2 Working methods

### Moderate & prioritize

- ✓ **Share** the report and ask everyone to answer the following questions:
  - ✓ What is going well in my team?
  - ✓ Where do I see opportunity for improvement?
- ✓ **Write** down per person two topics for improvement and two things that go well (2x green post-it, 2x red post-it).
- ✓ **Discuss** the topics within the group. Group the answers if possible (create themes).
- ✓ **Choose** the most important topics using voting stickers or by marking them with a pen.

# Specific themes discussed in teams

From a team's report, specific themes that require extra attention may emerge. For example experiencing high workload, lower scores on the manager's leadership, or lower social safety within a team.

## 1 Workload

A workload that is too high or too low derives from a combination of causes, which makes it hard to solve. A conversation teaches you where there is room for improvement.

- ✓ **Ask** participants the following questions: *What gives energy in your job? & What in your job takes energy?* Then start a conversation on these topics and find where there is room for improvement.
- ✓ **Ask** for work related and personal related aspects. In this way, you could view this challenge from two different sides (employer & employee).
- ✓ **Encourage** team members to take their own influence: *What can you do to use your energy (even) better? What do you need?*

## 2 Leadership

Feedback from the survey about your performance as a manager may raise questions. If you want to grow in your role and use the feedback, start the conversation with your team.

- ✓ **Ensure** a setting in which you are comfortable receiving feedback. Think of: sufficient time, (possible) external counseling, pleasant space and the right questions.
- ✓ **Know** that part of the dissatisfaction is often caused by discrepancy in expectations between team and manager. Therefore, ask the following questions as a basis for the conversation: *What expectations does the team have from me as a manager that are fulfilled now? And what expectations are not fulfilled?*
- ✓ **Be open** to the feedback and share what it does to you.

## 3 Social Safety

Trust & safety is the basis of collaboration. If you want to start the conversation about this: be mindful that this is a sensitive topic. Ask for help and think carefully about the effect of your intervention/actions/choices.

- ✓ **Working** on clear boundaries can help to create trust. Decide together which rules you want to adhere to as a team.
- ✓ **Sharing** emotions/feelings can help to build trust. Learning from and about each other helps. Ask the questions: *What do you (dis)like about how the team interacts with each other?*

# Movement and energy: general tips

How do you keep up the energy during a meeting? Here are a few tips to consider before and during the meeting.



## 1 Before the meeting

- ✓ **Send** a clear invitation that states the objective of the meeting. In that way, the participants know what to expect and will come to the session with greater energy.
- ✓ **Create** a circle of chairs instead of around a table.
- ✓ **Vary** the way in which the session is approached. Consider:
  - ✓ Working in a single group or in subgroups
  - ✓ Writing or talking
  - ✓ Sitting or standing
  - ✓ Energizers\*
  - ✓ Inside or outside (for example during a walk)

\* See 'Short energizers' for tips

## 2 During the meeting

- ✓ **Take** plenty of short breaks (coffee, washroom etc.).
- ✓ **Make** the group co-responsible for energy — ask them to indicate what they like.
- ✓ **Ask** questions regularly to monitor energy levels: "How are your energy levels at the moment?" Low on energy? Plan a short break, or change position (stand for a bit, move on the spot).
- ✓ **Give** short tasks. If possible, have these carried out in subgroups\* and then discuss the outcomes plenary
- ✓ **Vary** the way you discuss tasks: for example sitting in a circle or standing around a flip over.
- ✓ **Take a break** if things seem to be stagnating. Have you reached a dead end with a particular topic? Taking a short break helps!
- ✓ **Encourage** movement: provide participants with room for exercises in pairs or subgroups, with the option to do this in another room or outside (during a walk).
- ✓ **Be mindful** of the ratio between talking and doing. The energy level will drop if participants have to do too much listening and do not do/contribute enough themselves.
- ✓ **Be aware** of talkative types. If you notice that the conversation is straying from the topic, say so and ask for a concrete answer or a short summary. Then indicate that you would like to return to the topic of the conversation.
- ✓ **Pay attention** to the time: ensure that the sessions do not take too long.

Go back

# Check-in exercises

**1 What you don't know yet about me...** Ask participants to introduce themselves briefly based on a fun fact that nobody in the team knows about him/her (yet). A casual start, a fun way to get to know each other a little better.

**2 What does your name mean?** Ask participants to introduce themselves based on the following questions: 1) How did you get your first or last name (named after, family name, or...)? 2) What do these names mean for you - how do they make you feel?

**3 Who is next to you?** Ask participants to introduce their neighbor based on the following questions: Who is next to you? When did you meet him/her for the first time? And what do you appreciate about him/her?

**4 Scaling exercise: a number from 1 to 10.** Ask participants a question and have them take a place on an imaginary line from 1 to 10. For example, how much are you looking forward to today's meeting (0=not at all, 10=very much)? How energetic do you feel right now? Or were you surprised by the results? Give each participant the floor in turn to explain their score. Keep asking without judging. What does someone need to (at the end of the session) score higher?

**5 Ask about the desired result.** Ask participants what they hope the result of this meeting will be. Give the floor to every participants, be curious and keep asking. As a variant, you could ask participants what they are hoping for and what they fear might happen (hopes & fears).



# Short energizers



The quickest tip for more energy is a short (coffee) break or 30 seconds of jumping/moving around. Some variants:

**1 Count to three.** In pairs, have participants count to three as quickly as possible, with one person saying "one", the other saying "two" and the first saying "three". Then the other starts at one again. After a minute, have them replace the one by a clap in the hands. After another minute, have them replace the two with a jump. Then replace three by turning around.

**2 The clapping game.** Join the participants in a circle. Clap your hands twice, in a clear rhythm; the time between claps determines the rhythm. Do it once clearly and then pass on the clap to your neighbor. The clap goes around the circle, whereby it is important that the rhythm of the clapping remains the same. Each group member therefore only claps once. Do a few rounds until the clap goes around nicely. Then you change the pace.

**3 Create rows.** Ask participants to line up as quickly as possible for (indicate where 0 is) length of employment, age, number of children, number of pets. Check it every time. Anyone that is not right, is out.

**4 Create stories.** In pairs, have participants saying a word alternately in order to create a story together. This ensures creativity and humor.



# Tailored advice from our consultants/external trainers

Do you have any questions after reading this toolkit? Please reach out to your Customer Success Manager.

## 1 Expert consultation

### What?

Do you want to discuss your team report because you have specific questions or, for example, want to understand what topic to focus on first? Or would you like some advice on preparing your team dialogue? Think of:

- How do I discuss the topic of leadership or workload?
- How do I ensure that we can complete a session successfully?

Our People Strategy Consultants are happy to help.

### For whom?

Managers and HR advisors

## 2 Train the Facilitator workshop

### What?

An online/offline workshop that will teach you how to read your report and will provide you with tools, ideas and inspiration on how to follow up on survey results with teams. The webinar hosted by your People Strategy Consultant lasts 1 hour. We also offer a 2-hour workshop where there is also time to practice interpreting your results and learn with and from your peers.

### For whom?

Managers and HR advisors

## 3 Support in facilitating your team session

### What?

An online/offline meeting (2.5 to 3 hours) with your team in which our external trainers discuss (some of) your results and take the first steps toward action. Our external trainers will facilitate sessions so that you as a manager can actively participate.

### For whom?

Managers and teams