

Getting started with the results online

Manager toolkit



Welcome to this toolkit for online meetings!

Your survey results are in, and you want to get to work with your team to take a step in your development. How can you do this at a time where home office and remote work are becoming more common? We are happy to help you on your way.

Technology

Online etiquette

**A short guide:
reading the results**

**Discussing results
online: the basis**

**Specific tips & online
working methods**

**Tailored assistance
from our consultants**

Choose a topic, click
the button and read
more!





Technology

Various collaboration tools are available for online meetings. Your organization may recommend using a specific tool. In this toolkit we refer to Microsoft Teams, Zoom, Google Hangouts and Webex Training. There are of course other possibilities.

Things to think about when making your choice:

- 1 Downloading the app to your computer.** With many collaboration tools, you can choose between a "web version/browser variant" and an "app variant." If possible, use the app variant. This version often has more options and works better.
- 2 Testing the tool before use.** Test your microphone and camera, and make sure you have a stable Internet connection: the latter is crucial!
- 3 Sharing a presentation/screen.** Are you planning to show a presentation or share your screen? This is possible with most tools.
- 4 Working in subgroups.** If you want to be able to split into subgroups during the meeting, use a tool that supports this, such as Zoom or Webex Training.
- 5 Practicing.** If you're hosting an online meeting for the first time, practice beforehand with the program you're using. At the top right of this page you will find links to tutorials for Teams, Zoom and Hangouts.

[Teams
tutorial](#)

[Zoom
tutorial](#)

[Hangout
tutorial](#)

Online etiquette

Tip: Share this etiquette prior to your online meeting to help the meeting run smoothly.

For all participants

- 1 Establish a good Internet connection** – this is essential! Each participant is responsible for setting this up themselves.
- 2 Be on time:** log in 15 minutes beforehand so you can test the sound and camera.
- 3 Turn on your camera and mute your microphone** when you're not speaking.
- 4 Minimize distractions** around you. Turn off your email and other programs with sound notifications. Put your phone away during the workshop.
- 5 If you have a question during the meeting,** ask this via the chat or raise your hand. The host will give you a chance to speak.

For the host

- 1 Designate a minute-taker.** Ask who would like to take minutes during the meeting so you can concentrate on leading the meeting.
- 2 Use the chat function.** During the meeting, check energy levels, pace and whether people have any questions. Have the participants respond using the chat function and give them a chance to speak.
- 3 Keep an eye on the time.** Don't stay on one topic for too long; move on once the main point(s) has been discussed.
- 4 Take regular breaks.** For example, take a short 5-minute break every 30 to 60 minutes.
- 5 Do not allow the meeting to exceed a maximum of 1.5–2 hours.** Schedule two short meetings rather than one long one.

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.

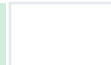
 Current survey score is lower by at least 0.7 points.

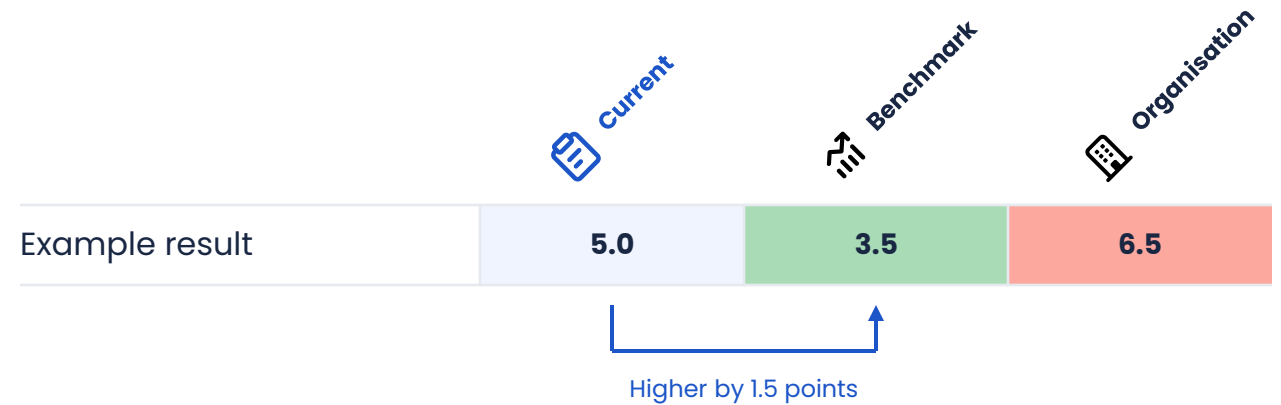
 Not relevant since difference is smaller than 0.7 points.

 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.

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Discussing results online: the basics ^{1/2}

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.
Tip: Focus, choose one topic per meeting!
- ✓ **Send** two preparatory questions on this topic to all participants. For example: what is already going well regarding this topic? Where do you see opportunity for improvement?

2 Starting the meeting

- ✓ **Share** the online etiquette* to ensure a successful start.
- ✓ **Open** with the objective of the meeting (why are we here?).
- ✓ **Share** the meeting agenda.
- ✓ **Do** a brief check-in** with the participants.

3 The conversation

Work through the pre-distributed questions one by one.

- ✓ **Start** with a positive question. Share responses in the chat and give participants the opportunity to explain their response. Alternative: have your team split into subgroups to discuss their responses (this can be done in Zoom using breakout rooms). Briefly give each subgroup the floor to share the main themes of the conversation.
- ✓ **Determine** the main themes together. Which 2–3 points have the most support? Use the chat function to allow the participants to vote.
 - **Take a short break**
- ✓ **Follow up** with the improvement question: give everyone an opportunity to provide their response. Or split into subgroups (breakout rooms).
- ✓ **Determine** the main themes. Together, choose the 2–3 most important areas for improvement. Use the chat function.

* See Online etiquette

** See Check-in exercises for tips

Discussing results online: the basis 2/2

4 Actions & follow-up

If time allows:

- ✓ **Ask for** and collect possible solutions/ideas for areas for improvement (tip: keep it small!). Do this via the chat function and deal with one area for improvement at a time. Ask for clarification if necessary.
- ✓ **Choose** 2 to 3 ideas together (vote via the chat function, minute-taker shares list of ideas with number and brief description).
- ✓ **Give** a subgroup the task of developing these ideas further:
 - What needs to be done?
 - Who is responsible?
 - When will it be completed?
- ✓ **Ask** participants to share suggestions via email and discuss at next meeting.
- ✓ **Evaluate** this meeting: what went well and what could be better next time? Use the chat function to do this.

If time has run out:

- ✓ **Schedule** a follow-up meeting.
- ✓ **Agree** on a preparatory task. For example: everyone comes up with 1 or 2 solutions and ideas for the areas for improvement – keep it small!
- ✓ **Evaluate** this meeting: what went well and what could be better next time? Use the chat function to do this.

Specific tips & online working methods for:

Small teams

2 to 8 employees

Large teams

8 or more employees

Higher scores

Team has on average more higher scores

Lower scores

Team has on average more lower scores

Movement & energy

General tips on movement & energy

Check-in exercises

Tips for an online check-in

Online energizers

Tips for online energizers

Advanced users

Tips and tricks for advanced users

Choose a topic,
click the button
and read more!



Go back

Small teams

A meeting with a small team is often simpler 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 you don't wind up in a never-ending discussion.

1 Tips

- ✓ **Ask** the team a clear (preparatory) question and use it to steer the conversation in the desired direction.
- ✓ **Have** all team members take turns answering the question. As the moderator, you always give people the floor.
- ✓ **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. You can do this using the chat function. Ask who wants to respond and give them the opportunity to do so.

2 Working methods

Moderating & prioritizing:

- ✓ **Share** the report & guide before the meeting.
- ✓ **Ask** everyone to answer the following questions for themselves in preparation for the meeting:
 1. What is going well within our team? (2x)
 2. Where do I see opportunity for improvement? (2x)
- ✓ **Start** by discussing what is going well. Give each participant the floor in turn. Take notes or have someone else (minute-taker) do this.
- ✓ **Give** a brief summary: these were the topics.
- ✓ **Discuss** what could be improved. At the end, give a brief summary of the areas for improvement mentioned.
- ✓ **Choose** the most important (improvement) topics together using the chat function: have everyone name their top two.

Tip: Use the chat function to prioritize

Jess Wanders – HOST
We are going to prioritize: these are the mentioned areas for improvement. Which two do you consider most important?

- Collaboration
- Customer focus
- Giving feedback
- Innovation process
- Sharing knowledge

Anne Verhoeven
Collaboration and customer focus

Amber Rodrigues
Giving feedback and customer focus

Jacob Richmand
Customer focus and feedback

Type a new message



Large teams 1/2

An online meeting with a larger team is challenging and 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). Below are some tips on how to go about this online.

1 Tips

- ✓ Choose with part of your team prior to the meeting which topic you want to discuss. Tip: Focus, deal with one subject at a time.
- ✓ 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.
- ✓ Designate or request a minute-taker, who will write down the main themes of the conversation and/or any important agreements made during the meeting.
- ✓ Make sure that there is enough time at the end of the meeting to make (follow-up) arrangements.

Working online in subgroups

- **Are you using** Zoom or Webex Training? If so, you can split into subgroups during a meeting (breakout rooms, see "Tips for advanced users") and then return to the main group.
- **Are you using** another platform? Then you could maybe schedule three separate, consecutive meetings: 1) meeting with whole team, 2) predefined subgroups schedule meeting after the joint meeting, 3) concluding meeting with the whole team. This requires some preparation and help from your teammates: subgroups must be arranged in advance and meetings must be scheduled.

Example of an agenda for a meeting with a large team:

- | | |
|---------------------------|--|
| Part 1 – plenary session: | Start and introduction, explain purpose and task (30 min) |
| Part 2 – subgroups: | Work on an in-depth task in subgroups (20 min) |
| Part 3 – plenary session: | Briefly share outcome from each subgroup (3 min), make follow-up arrangements and closing remarks (40 min) |

Important for part 2 (working in subgroups):

- A good briefing of the task is key!
- Make sure each subgroup designates a minute-taker
- Make sure the host is available (by telephone) for questions

Large teams 2/2

Two working methods that you can use to work in subgroups. These working methods help to take an in-depth look at a previously chosen theme.

2 Working methods

Dream → reality

✓ **Have everyone answer the following three questions for themselves:**

1. What is already going well?
2. What is the ideal/dream situation?
3. What are the obstacles that are preventing us from achieving this?

✓ **Determine** who is keeping an eye on the time and who is taking notes.

✓ **Begin the discussion** with your subgroup about the responses provided.

✓ **Determine actions:** what are the first feasible steps you can take as a team to move toward the ideal situation?

Current → desired situation

✓ **Have everyone answer the following three questions for themselves:**

1. What is the current situation?
2. What is the desired situation?
3. What is an achievable first step?

✓ **Determine** who is keeping an eye on the time and who is taking notes

✓ **Begin the discussion** with your subgroup about the responses provided.

✓ **Determine actions:** what are the first feasible steps you can take as a team to move toward the desired situation?

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** the input during the meeting one at a time. As the moderator, you can always give people the floor. A nice alternative is that people hand over to the next person themselves.
- ✓ **Discuss** the most important topics (choose two or three). Use the chat function to do this if necessary.
- ✓ **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?

* See *Working online in subgroups* in "Large teams" for tips on working in subgroups.

Lower scores

It is not nice to receive lower scores. Often this can 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

- ✓ **Decide** with the team: under what circumstances can and do we want to discuss this report online with the team? For example: what agreements do we want to make with each other?
- ✓ **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.
- ✓ **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 in preparation for the meeting and let everyone answer the following question for themselves: *When do you experience/have you experienced difficulty in your work?*
- ✓ **Establish** who is taking notes during the meeting.
- ✓ **Discuss** the input during the meeting one at a time. As the host, start by sharing your input, put yourself on the line. Then, as the host, always give the floor to the next speaker. 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. You can use the chat function for this.

Follow-up meeting: identify positive points:

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

* See *Working online in subgroups* in "Large teams" for tips on working in subgroups.

3 Request support

1. Guiding an (online) 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!

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.
- ✓ **Vary** the way in which the session is approached. Consider:
 - ✓ Preparatory tasks
 - ✓ Working in a single group or in subgroups*
 - ✓ Plenty of breaks
 - ✓ Energizers**
 - ✓ Use of additional tools such as Mentimeter or Mural***

* See *Working online in subgroups* in "Large teams" for tips on working in subgroups.

** See *Online energizers* for tips

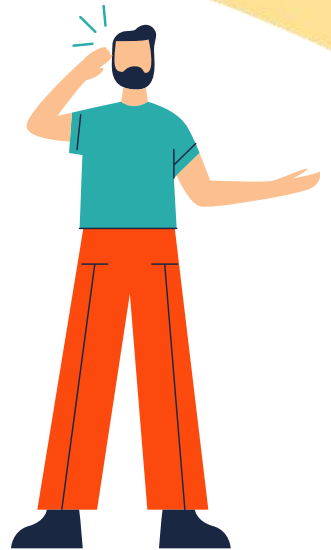
*** See *Online extras for advanced users*

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 with the whole team.
- ✓ **Vary** the way you discuss tasks: for example, using the chat function, in subgroups or by letting participants prepare a short presentation and share their screen.
- ✓ **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: instruct participants to stand up or move about occasionally.
- ✓ **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.

Check-in exercises

- 1 What symbolizes you?** Give each participant the floor in turn. Ask them to show an object that symbolizes them and let them explain why this object is special to them.
- 2 Energy boost & drain** Ask participants to look for two objects in their home: what has given you energy in the last week and what has cost you energy? Give them 5 minutes to find something. Use a timer to count down, such as <https://www.online-stopwatch.com/dynamite-timer/>. Briefly discuss everyone's input, starting with a round of "energy drains." Pay attention to the time, keep it short and to the point.
- 3 A number from 1 to 10.** Ask participants a question and have them answer it in the chat on a scale of 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. Variant: have participants type a word that describes how they feel.
- 4 Ask about the desired result.** Ask participants what they hope the result of this online meeting will be. Have them type their responses in the chat. List the responses you receive and then give a few participants the opportunity to explain their response. As a variant, you could ask participants what they are hoping for and what they fear might happen.



Online energizers



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

- 1 Find an object.** Instruct participants to find a specific object in their surroundings as quickly as possible (for example, something orange) and show it. The fastest participant will receive a digital applause.
- 2 Guess the sound.** Turn off all webcams, call someone's name, and have them imitate a sound (for example, an animal). The others have to guess what sound this person is imitating. Alternative: **Who am I?** Mute the sound and guess which teammate someone is pretending to be.
- 3 Time machine.** Ask participants "If you could have dinner with someone from the past, who would it be and why?" Have them type the names of the people in the chat, then go through the responses one by one and ask the participants to give an explanation.
- 4 Show your space.** Group participants into pairs (only possible with breakout rooms, for example in Zoom). Task: Show your workspace and say something about it (2 minutes).

Online extras for advanced users



- 1 With **mural.co** you can add all kinds of functionalities to your online workshop, such as a flipboard with digital post-its where all participants can stick post-its at the same time. www.mural.co.
- 2 Use **Mentimeter** as an easy way to liven up your online meeting with, for example, live polls, word clouds or quizzes. www.mentimeter.com
- 3 Install a **virtual background**. Microsoft Teams: click the three dots in your menu and choose the option "Virtual background." Zoom: click the arrow next to the button with the camera icon and select your virtual background.
- 4 Use **breakout rooms** to split into small groups. Give short tasks, split into subgroups to complete, and then discuss the outcome in plenary. This is easily possible via Zoom and Webex Training. See www.zoom.us or <https://www.webex.com/training-online.html> for more information.
- 5 The **Polls** option in Zoom allows you to add polls to your meeting. For example, you can create a quiz with multiple choice questions. See www.zoom.us for more information.

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 e.g. want to understand what topic to focus on first? Or would you like some advice on preparing your team dialogue? For example, "how do I discuss the topic of leadership or workload?" or "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 learn you how to read your report scores 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 and next to this webinar, we also offer a 2-hour workshop where there is also time to practice interpreting your report 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