&frankly

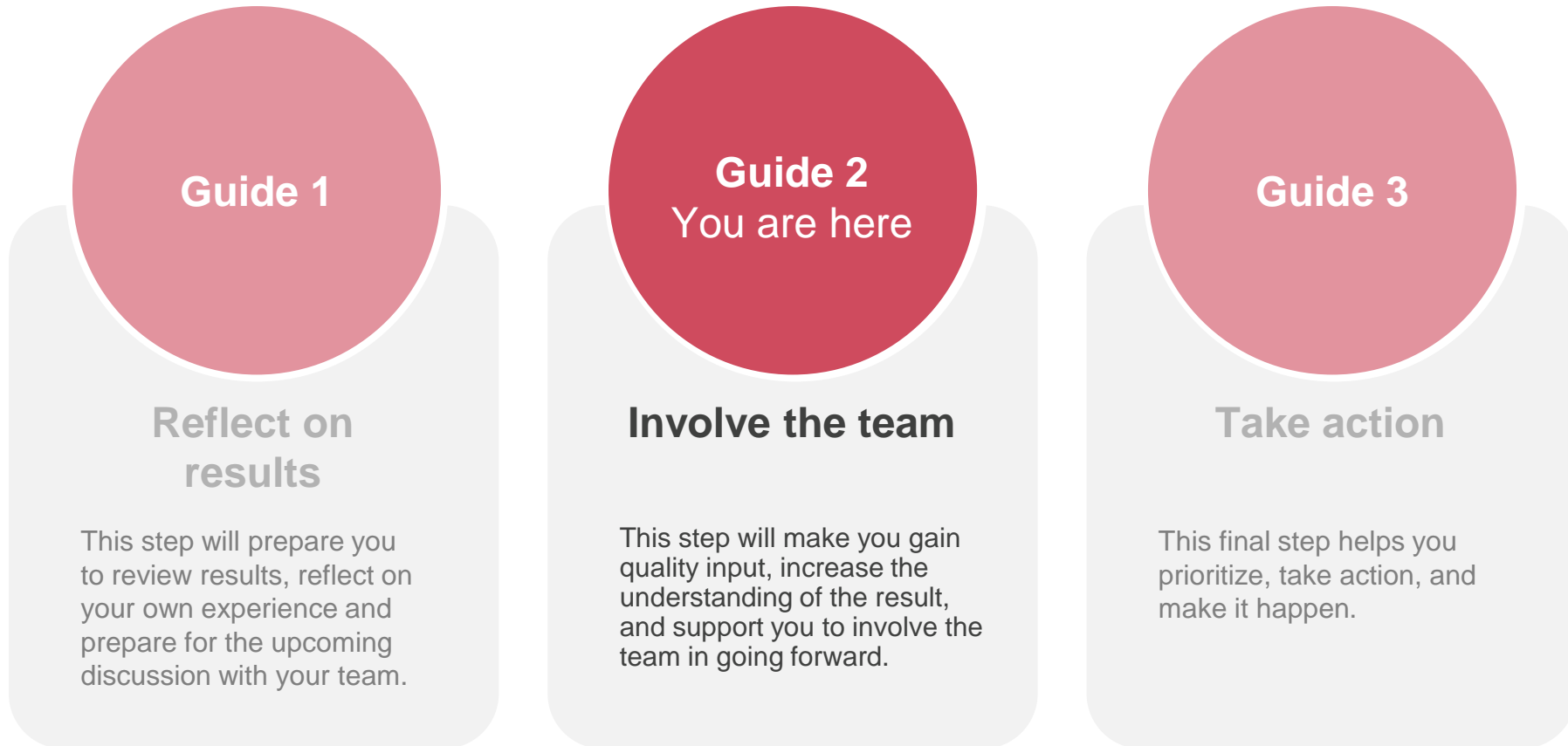## How to work with your result
Step 2: Involve the team

A guide on how to involve your team when working with a result

How to work with the result

Guide 1

Reflect on results

This step will prepare you to review results, reflect on your own experience and prepare for the upcoming discussion with your team.

Guide 2
You are here

Involve the team

This step will make you gain quality input, increase the understanding of the result, and support you to involve the team in going forward.

Guide 3

Take action

This final step helps you prioritize, take action, and make it happen.

&frankly

Content

The guide will support you in involving your team when you're discussing results.

This step will make you gain quality input, increase the understanding of the result and involve the team in going forward.

Together towards change

Step by step

Ground rules

The magic of asking questions

Techniques for active listening

Your role as a leader when discussing results

Tricky situations

Learnings

&frankly

Together towards change

There are many reasons why the discussion is important

A deeper understanding

To understand what's driving the data you need quality input from your team. Conclusions are not only drawn from graphs, but also from an active dialog with your team.

Own the results together

By discussing the results and possible actions, you and your team take charge of the future together. What can you as a team do to reach your goals? How can you support each other?

Increase engagement

Sharing results and working together with your team increases engagement and helps everyone take intentional action moving forward.

&frankly
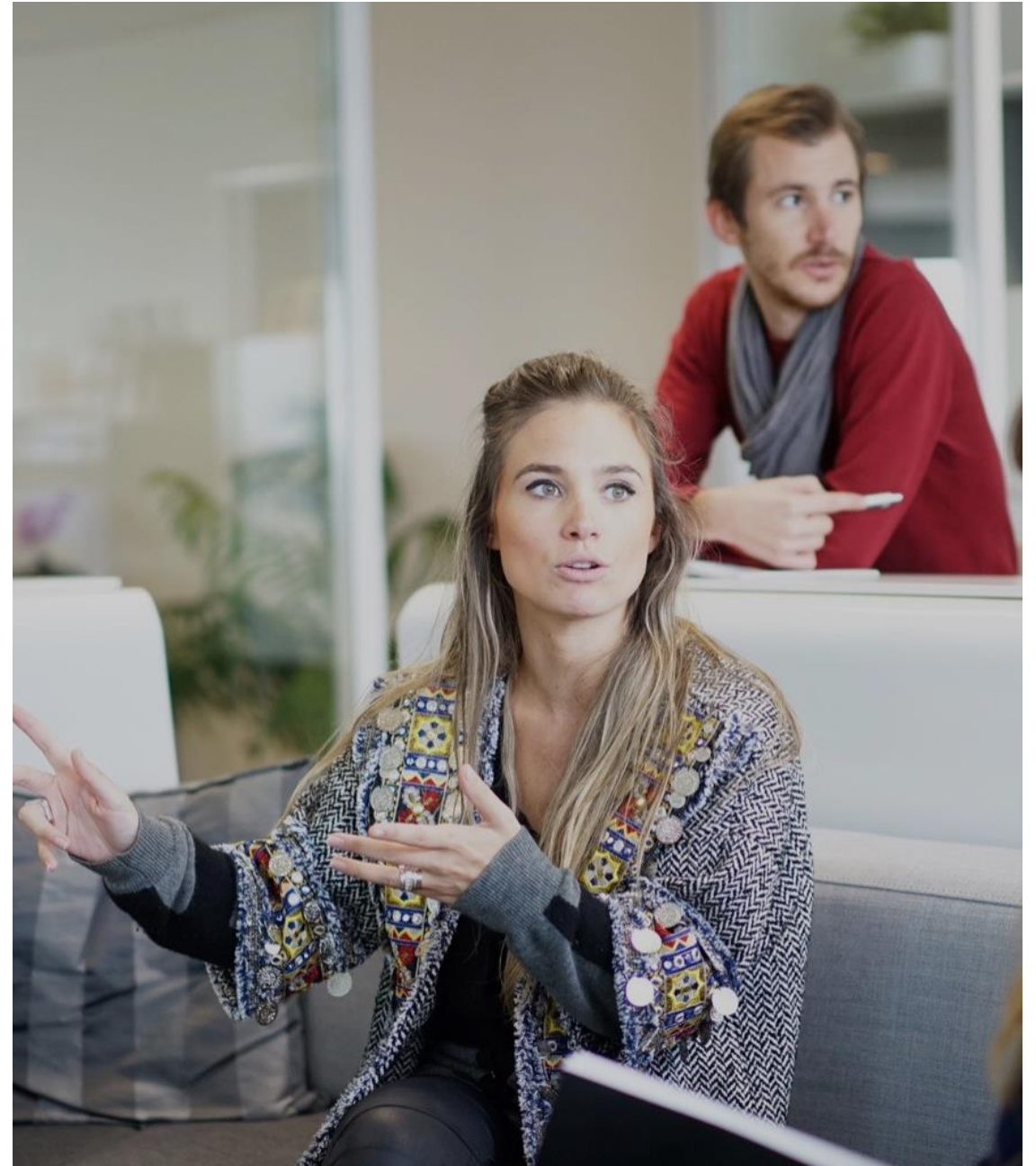
Step by step

1. When you have a result, pick 1-2 questions you want to prioritize and present them to the team. You can also let the team decide which ones to prioritize.

2. Choose both positive and negative results. Vary the questions you discuss.

3. Discuss the result. Trigger involvement by asking questions.

4. Acknowledge the consequences:
   - *Positive result: acknowledge the team and celebrate, discuss how to share your winning strategy and the drivers behind the positive result.*
   - *Negative result: discuss what you can learn and how to move forward to improve the result.*

5. Determine next steps.

Can't meet face-to-face?
It's essential to give the team a chance to ask questions. Find alternative!

Team too big?
Use beehives! Divide the team into smaller groups of 3-4 people. Let each group discuss the different topics in their hive. Ask for a short summary for the rest of the team.

Too many actions?
Ask the team to prioritize. Let the team members use 3-4 votes to decide what to focus on.

Set ground rules

The essence of rules

No one in a discussion is a true mindreader and we can't assume that everone has the same opinion about how to handle a proper discussion unless we at some point agree on it. Ground rules will help the team efficiently solve problems by creating a healthy culture for discussions. Set ground rules that describe specific actions to get the best outcome. Make everyone agree on the rules and how you will use them.

Example (feel free to set your own team-rules!)

We talk to each other.

We listen actively and do not interrupt.

We speak for ourselves ("I think…"), not for others ("we're several who think…").

We treat feedback as a gift.

We express needs instead of criticism.

&frankly

The magic of asking questions

The power of questions

Questions invite

Questions open up for discussions

Questions stimulate involvement

Questions trigger reflection

What questions to ask

Open: What are your spontaneous reactions? Anything surprising?

Wait for answers, let it be silent for a while if nobody answers directly.

How, What?

What problem are we solving then…?

What would it take to change this?

What can you do, I do, we do? (…and what do I need to escalate?)

What can we learn from this? What can others learn from this?

&frankly

Techniques for active listening

Encouraging

I understand...

That's interesting…

Tell me more about…

Mirroring

So what you're feeling is…

In other words, your experience is…

Do I understand you correctly that...

Summarizing

You keep getting back to…

It seems like many of you…

My take-out is…

&frankly

Your role as a leader when discussing results

Do

Stay within your circle of influence
Only discuss things you can actually impact — you as leader or together with your team.

Be transparent
Do not dress bad news up as good news and likewise do not hide bad results. Honesty is critical.

Look ahead
Inspirational leadership is about looking ahead. What is the target, and how do you get there — together.

Use your secret weapon
Ask follow-up questions. It stimulates involvement. Focus on solutions. If it's too sensitive to discuss in plenum, ask the questions in &frankly

Don't

Take the sole responsibility
Remember that you as a manager don't own the result, it is you and the team together! Use the findings to begin a healthy conversation.

Focus too much on the negative
Combine negative and positive aspects. This applies to both alternatives and the questions themselves.

Argument
Don't start an argument with the employees, this will only trigger resistance and foster negativity. Instead, listen, ask questions, and reflect.

Overwhelm
These are tough discussions, break them up and pick 1 or 2 focus areas for each session

&frankly

Tricky situations

Resistance in the group

Negative response

Listen and confirm different opinions, ask open ended questions if you feel resistance, avoid arguing as this will likely not have positive impact on the situation.

Silence

Divide into smaller groups of two in order to start constructive discussions. Give examples on topics/questions to discuss and encourage reflection.

Handle result expectations

Ask questions like "What were your expectations around the results?" "How can we interpret the questions?" "How can we clarify the questions?" "What can we do differently?"

&frankly

New

learnings

New insights will provide what you need to take the next step

Take your own reflections and the team discussion into consideration. What can you learn from the results? Have you changed any of your truths and thoughts after the open discussion with the team? Are you getting closer to your goal? Why/why not? Can you use any of the learnings from these results in other areas?

&frankly

And now what?

The next step: take action!

Check out the guide *How to work with your result step 3: Take Action*