



&frankly

How to work with your result
Step 1: Reflecting on results

A guide on how to reflect on results as a manager

How to work with the result



Content

The guide will support you in reflecting on results in &frankly.

This guide will help you prepare thoughts and ideas for your upcoming discussion with your team.

The starting point

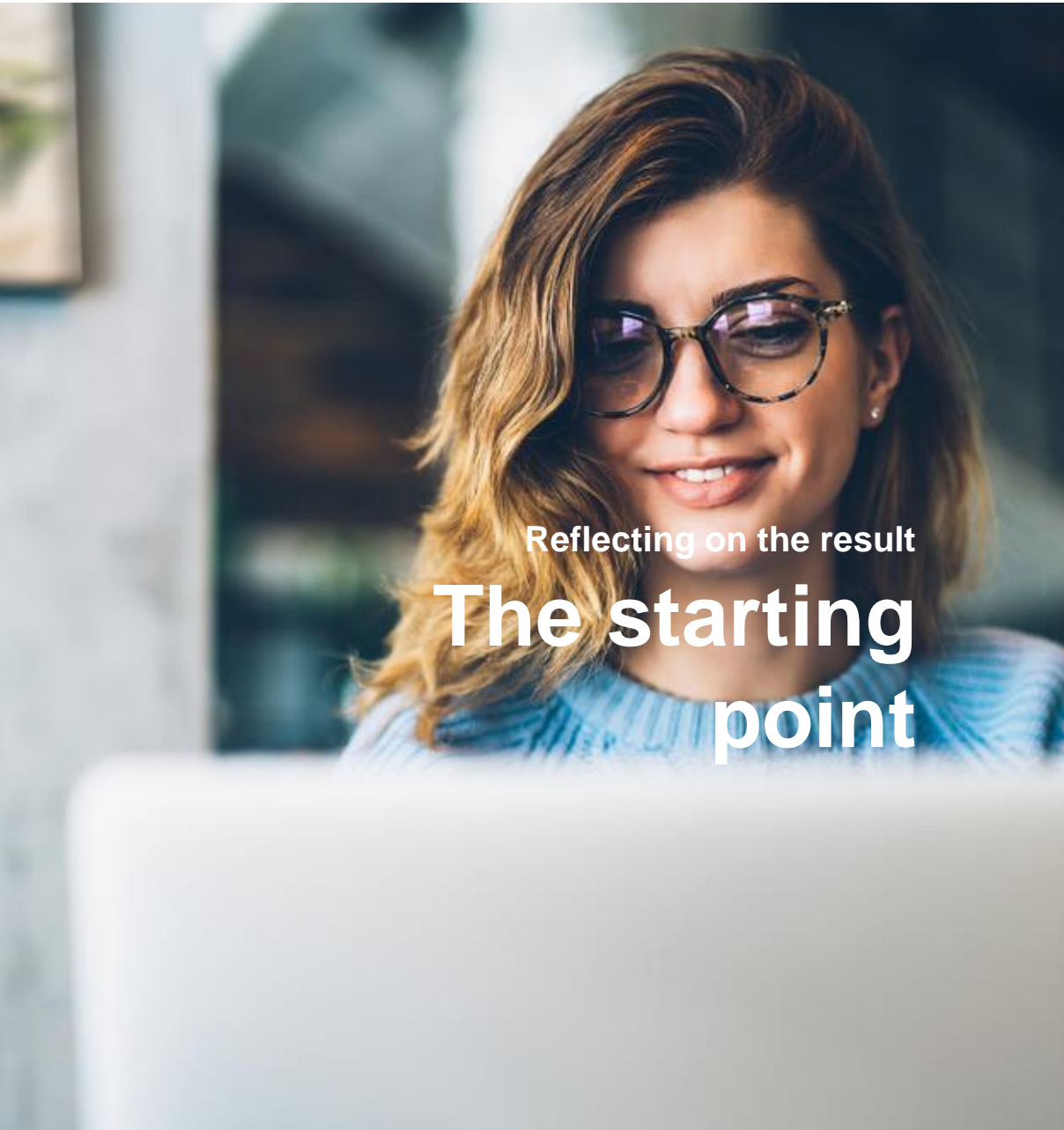
Reviewing results

Trends

Example of reflections

What is a good result?

Reflecting on good results



Reflecting on the result

The starting point

Consider the purpose of the pulse

Evaluate the result in relation to the overall purpose of the pulse and your team's goals. Did you create the questions for your team or were they created on an organizational level? If you didn't choose the questions yourself, make sure you are confident in the purpose of the pulse.

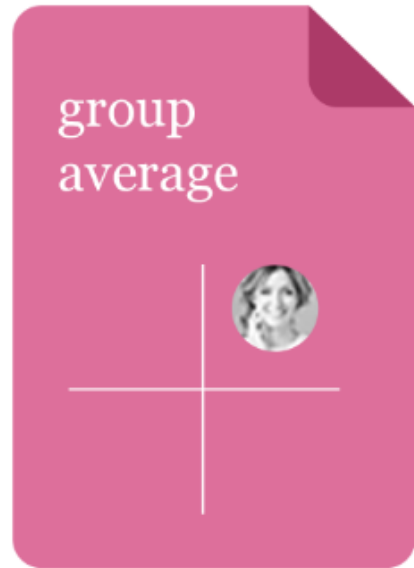
Personal reflections

Consider your own experience. How did it feel to activate/answer the questions? Did you expect these results? Are the results providing you with the answers you hoped for? Do you feel successful or challenged – why?

Prepare for the discussion with the team

The result should be shared with the team to create engagement. Reflections from this guide will help you prepare. Bring your thoughts and questions to the upcoming team discussion.

Reviewing results



Response rate

Are the answers representative? Remember to look both at the response rate percentage and the number of answers. The smaller the team you have, the more answers you need to draw relevant conclusions.

Average and granular spread

Have a look at the average and granular spread of the results. Take the time to view one question at the time. Are there any variations between different questions?

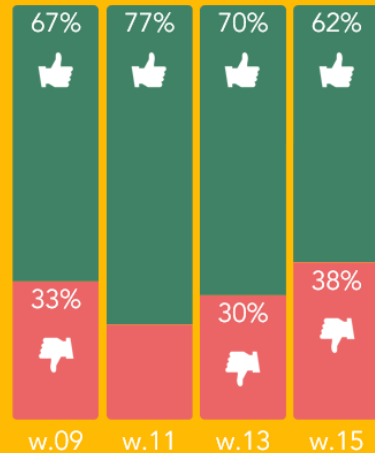
Comments

Are there comments along with the questions that give valuable input? This can bring a lot of food for thought and help you understand where you need to focus your effort. Take one question at a time so that you have time to reflect. Try to focus on the things you *can* change and improve.

Trends

In what context are we looking at the results?

Are you able to keep up with your to-do list?



After the first survey

Is there anything surprising that came up? Are there results that are particularly high or low? Is there something in particular that you need to focus on going forward?

After a few surveys

Compare with the results from an earlier period. Are there any trends? What could be a reason for the results to have changed or not changed? Where are you heading with the team right now? How is the spread of the result changing? Is the result indicating a challenge on an organizational level that requires action from several departments?

Example of reflections



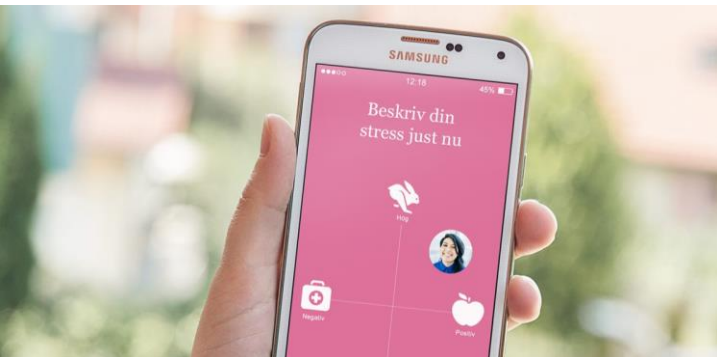
Low leadership score

Is there something specific you can do to improve your leadership? Can you get more input from your team in an open end discussion? Activate the *Leadership in depth* package in &frankly to get more input from your team.



High employee turnover

Are too many indicating they consider leaving the organization and/or your team? Why is that? Take a moment to reflect on what might be the cause of this. Are there proactive actions you can take before the situation gets out of hand?



High stress levels

What could be causing stress in your team? Consider where you are right now. Are there temporary or constant factors that add stress? Are there small changes everyone can think of to help the team move towards healthier stress levels? Bring your thoughts and questions to the upcoming team discussion.

What is a good result?

As a rule of thumb, 70 on a scale of 0 to 100 can often be used to indicate an OK result. However, a good result is always relative. The key to success is to remember to see the big picture and set your own goals in relation to different question areas, organizational values, history, and current priorities.

What is a good result?

The subject of the question has a large impact

Discrimination/bullying

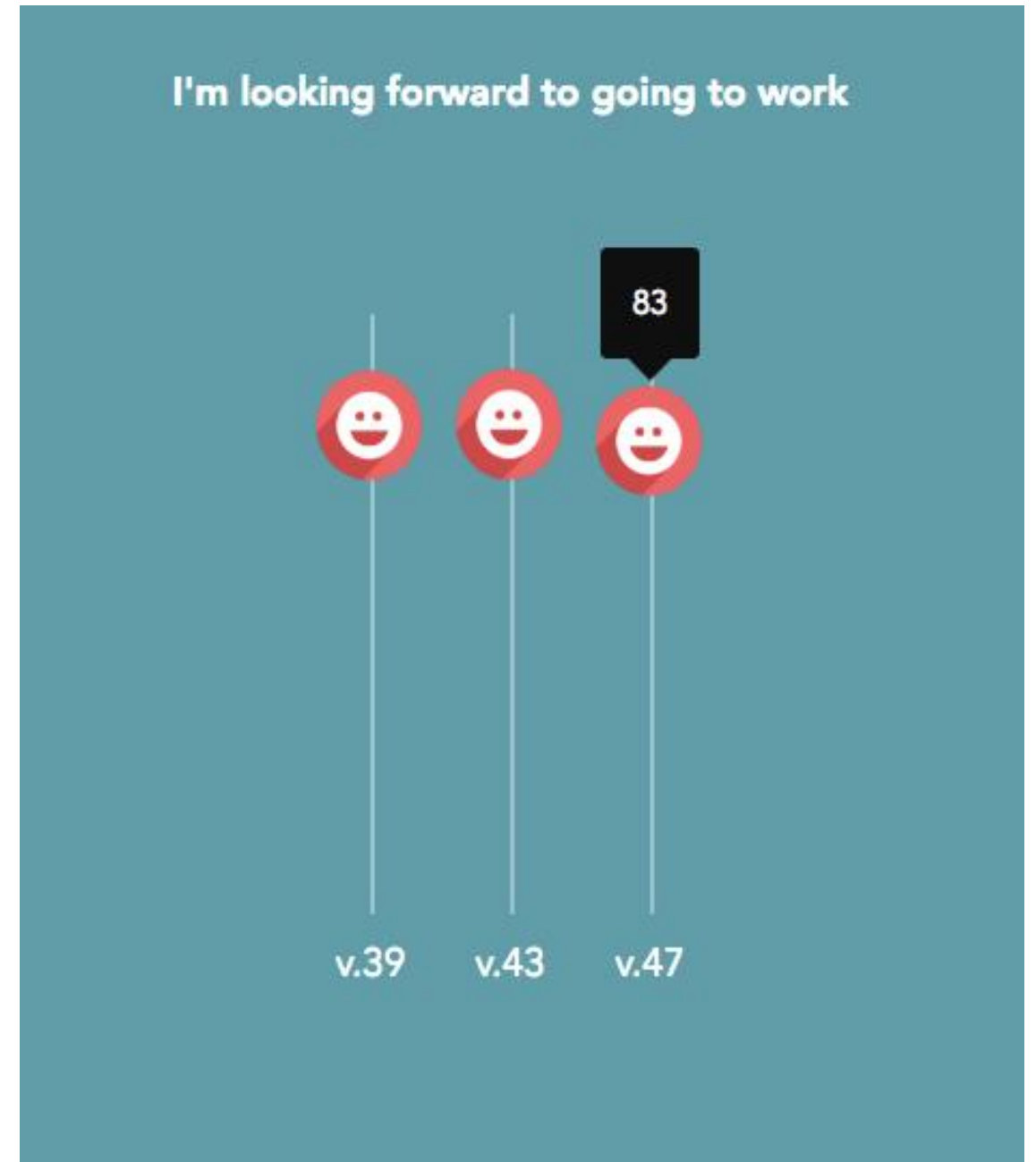
Do you have a zero tolerance rule for discrimination and bullying in your organization but still not reached your target? Take action aligned with your organization's policies and directives.

Respect

Set high targets when measuring respect as this is the foundation of a healthy collaboration environment. What attitudes are you striving for in your team and in the organization? How can your team actively work with respect and what does respect mean to everyone?

Workplace safety

The ideal result is 100 percent. Take a moment to reflect on potential consequences if you do not hit this target and consider taking immediate action.



What is a good result?

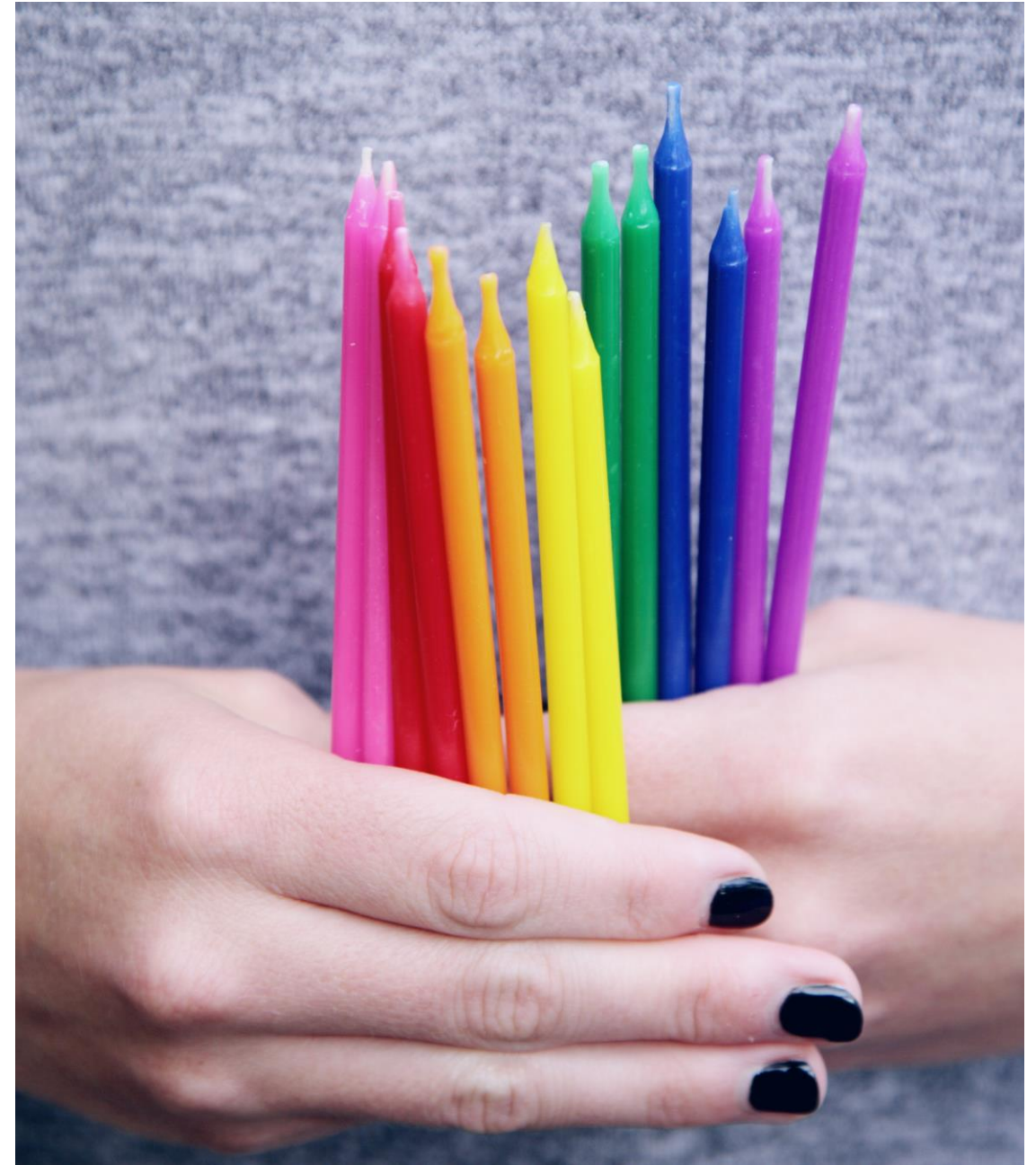
A good result is always relative

Question priority

In an ideal world, we would like to be best at everything. In reality it often comes down to priorities. Sometimes a low result might be ok if you agree not to prioritize a certain area for the time being.

Consider the trend

If you have tracked a question over time, looking at the trend might be just as important as looking at the latest value. If you have a positive trend you might consider the result as good even though it's below our final goal. What actions should we continue doing and maybe add to continue to move in the right direction?



Reflecting on good results

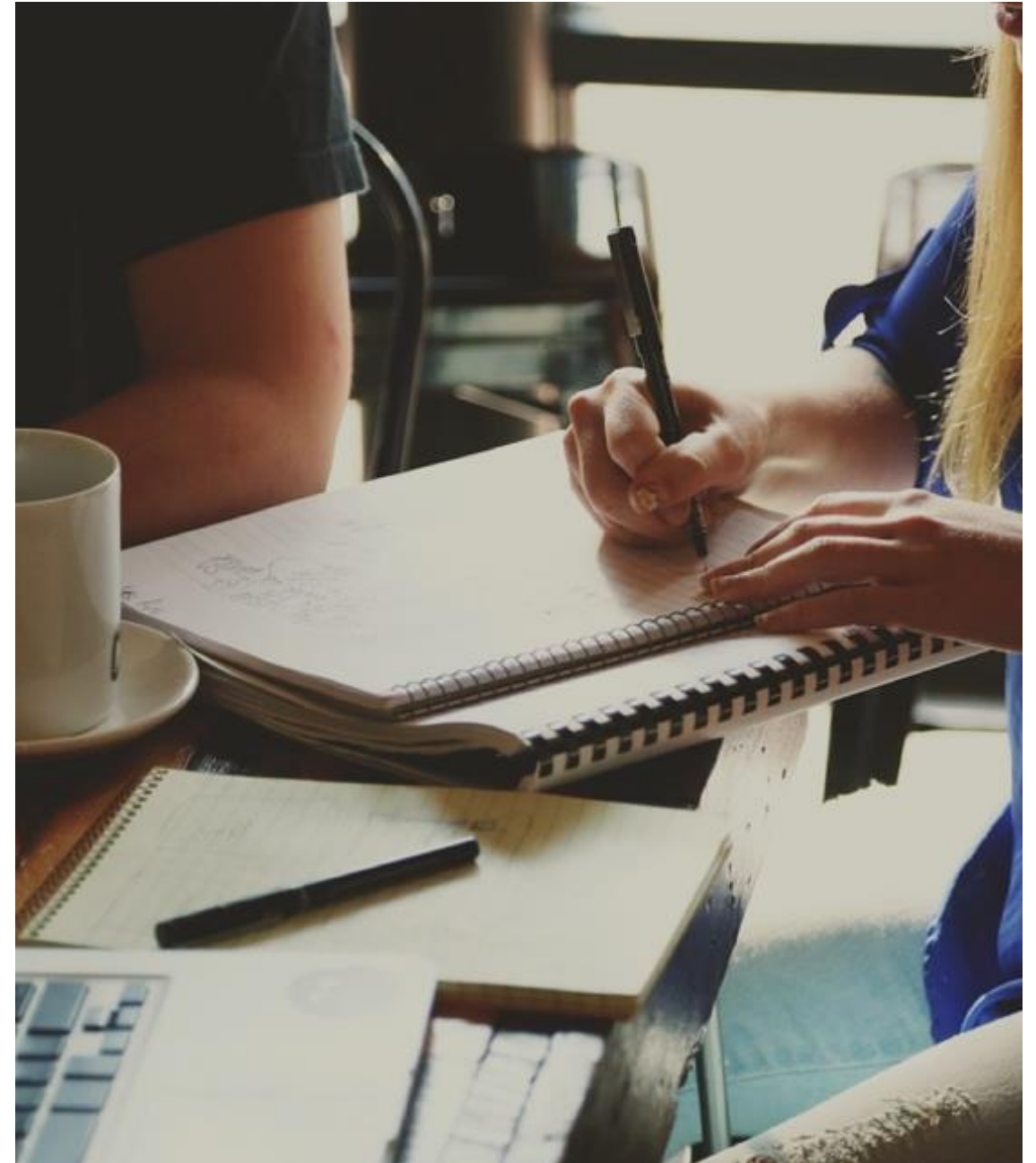
Remember to reflect on positive results too and share it with the team to celebrate together.

Key to success

If you don't know what the key to success in your team is, start by trying to figure it out in a dialogue. If you already have a clear picture, share the positive experiences and inspire other departments!

Secure good results

How can you secure these good results? Ask “What can we do to keep this feeling in the future?”, What can you do even better? Bring this to the discussion with the team.



And now what?



The next step: Involve the team

Unsure about how to invite the team to a discussion?

Make this part of your standard meeting agenda!

Check out the guide *How to work with your result step 2: Involve the team*