

# Succeed with sharing results

Discussing results from your surveys is a crucial step to create a sense of shared ownership and to drive long-term change. In this guide book, we will share our best practise on how you can trigger the discussions in the organization.



## BACKGROUND

# Together we drive change

Sharing and discussing results from your latest survey is crucial to drive change. What do we do with the results we have? Strive to have the discussions on the existing weekly agendas – make it an integrated part of work.

Sharing and discussing results can look different depending on the team's day-to-day operations. Find what suits you best!

Three reasons to discuss results on a regular basis:

- If team's talk about results regularly the tension will become less. A habit and routine is created.
- By having an active dialogue with the team, everyone can feel an ownership of the result.
- Discussing results will help everyone make intentional commitments to improve together as a team.



## STEP BY STEP

# The manager owns the results together with the team

**Follow up on the results on several levels to gain a wider perspective. Sharing results on a team level is crucial - that is where employees have the biggest influence and can be a part of the solution.**

- **Organizational level**

Management Team and/or HR follows up on shared initiatives and company-wide KPI's. On this overall level it's all about making sure that the organization is moving in the right direction, follow up on shared goals and identifying needs. *What strengths or areas of improvements can be found in the Heatmap? What hidden challenges can be identified with Segments?*

- **Team level**

The manager knows the team best and shares the result on team level. The manager plays a crucial part in adding the recurring discussions on the agenda, with the purpose to drive change together with the team and trigger a higher engagement. The manager helps the team prioritize focus areas and actions, but also bring feedback to other parts of the organization when needed.

STEP BY STEP

# 3 steps that supports the managers in sharing results

## **1. Set expectations. Clarity builds trust. Share a framework for when -and how the manager should work with the result. What do you expect from the managers?**

Best-practise:

- Remind everyone about the higher purpose of working with surveys.
- Add the result discussions on the existing team agendas.
- Add the purpose and ways of working with the surveys in the onboarding of new managers.

## **2. Inspire! Highlight success cases.**

Best-practise:

- Use manager forums to share learnings, challenges and insights from surveys.
- Highlight good examples. Share how one or several managers have succeeded in their teams to inspire more in how one can work with results.

## **3. Lower the bar. Make it easy to get started. Small steps make long-term change.**

Best-practise:

- Send surveys regularly to create a routine and habit.
- Managers can simply choose 2-3 results to share with the team, that's enough!
- Share a guide on how managers can discuss results with their team.

INSPIRATION

# Manager guide: Discussing results

1. When you have a result, pick 2-3 questions to present to the team. Choose both positive and negative results.
2. Discuss the result. Use open-ended questions to trigger the discussion. Example:
  - What should we **continue** doing, that works well today?
  - Is there anything we should **stop** doing?
  - Is there anything we should **start** doing, that we don't do today?
3. The most important thing is to follow up on the results. Remember that sometimes the discussion itself will be good enough. Other times more actions are needed. Help the team prioritize what actions that are most important to begin with.