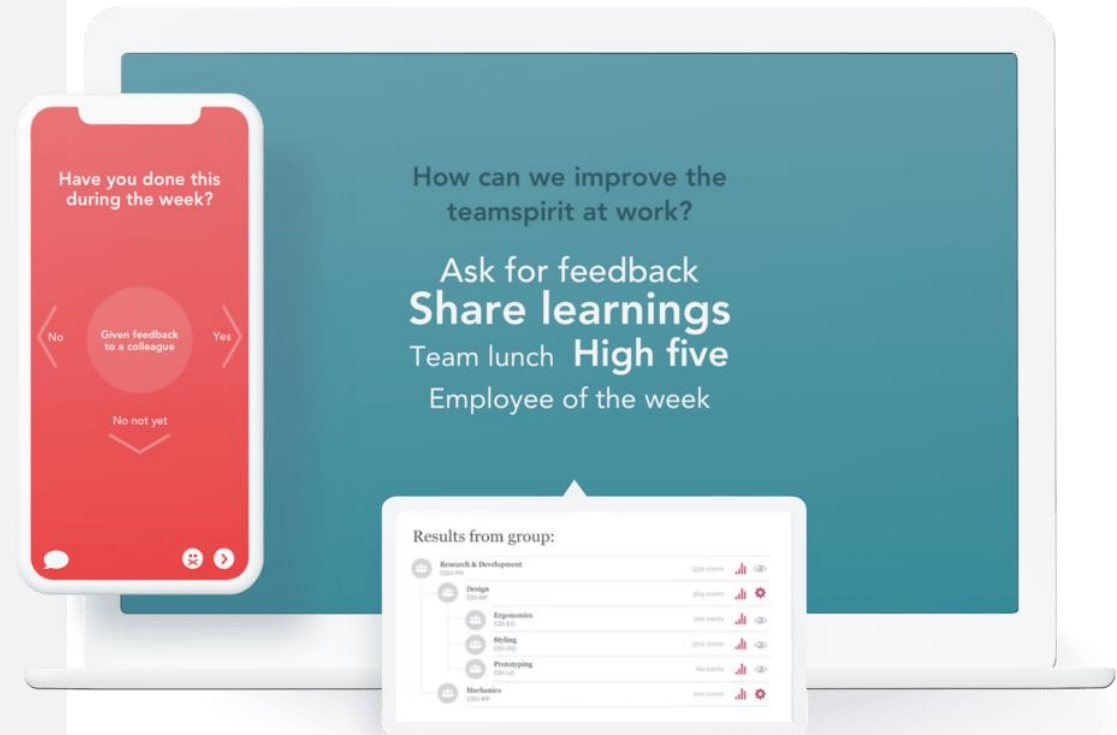


Manager guide

Discussing results

Best-practice when sharing results with your team



STEP-BY-STEP

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?
 - What should we **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.

Open-ended questions begin with

WHAT or HOW

What are your spontaneous reaction?

What can we learn from this?

What would it take to change this?

Where would we like to be and what would it take to get there?

What can everyone in the team contribute with?

What can other learn from us?

Do's



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. Keep focusing on solution.

Don'ts



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 discussing both negative and positive aspects of the results

Argument

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

Overwhelm

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