

Great Place To Work®

Results are in. Now what?

Getting started with employee survey results
in 6 steps



The results are in. Now what?

You've conducted the Trust Index employee survey in your organization, and the results are now in front of you. The next step is to approach these results with care and a positive mindset.

This workbook is here to support you in translating the insights from the Trust Index into effective actions that drive improvement. We'll guide you through the various follow-up steps to make the process as useful, feasible, and engaging as possible.

Would you like deeper insights into your results or need extra support during the follow-up process?

In this workbook, we've outlined additional options and services for each step. These extra offerings fall outside the standard package and are available at an additional cost.



Which approach is best?

Involve employees in as many steps of the follow-up as possible. This is especially important when interpreting the results and creating action plans.

Depending on how often you have already participated, the time you want to invest and the speed of change in your organization, you can take different paths.

However: always follow all six steps. How much time and energy you put into each step can vary.

Here you can see the minimum you need to do for each step, and the most ideal interpretation of each step. Whatever you do, integrate the follow-up into existing communications and meetings as much as possible.

← action	minimal	ideal →
1. Review the results	Plan the results review with the CEO and HR	Organize multiple reviews with different stakeholders
2. Share the results with everyone	Send an email with the most important results	Communicate quickly, thank everyone and share the results in person and online
3. Involve executives	Send an email with results by team and tips for follow-up	Facilitate an (external) workshop on the results and conversation techniques
4. Engage with your employees	Organize an organization-wide session where employees can share their input	Organize conversations by team to discuss the results
5. Define practical actions	Determine (using input from your employees) 3 action items at organizational level	Each team (including MT) formulates actions and maintains focus on them
6. Measure the progress	After one year, measure the progress with the Trust Index	Organize intermediate surveys on specific topics or in specific teams and/or departments

Step 1: review the results

Right after the survey closes, you can view the results in Emprising. The level of insight depends on the package you've selected. You'll also immediately find out whether your organization is certified.

During an online results review (60 minutes), your Customer Success Manager will guide you through the results. They will explain the scores and discuss notable findings. The management team often joins this session as well.

Tips

- ✓ Plan the results review once the survey has started.
- ✓ Ensure the presence of key stakeholders.
- ✓ Look at the results with an open mind, without assumptions.
- ✓ Leverage the various insights from the statements, open-ended responses, benchmarks and comparisons to last year.
- ✓ Watch this [video](#) explaining Emprising.
- ✓ Get started with the [certification toolkit](#) (if you are certified).

Here's how Refresco tackles it

"Immediately after the survey, we share a general feedback summary with all employees. The results are then discussed in more detail at the departmental level. Teams continue working with these insights in focus groups or team sessions, where they collaboratively develop an action plan. Finally, local leadership teams come together in a workshop to prioritize the key actions and drive targeted improvements."

Additional offerings

Additional results review | 60 minutes | Online

Our Culture Coaches can facilitate additional results exploration sessions—for example, for all managers, the Works Council, a project group involved in the process, or for specific departments/teams.

Results analysis | 90 minutes | Online

In a results analysis session, our Culture Coaches provide an in-depth analysis of the results and offer concrete action points. Intended for leaders and/or specific teams or departments.

Results presentation | 90 minutes | On-site

During a results presentation, our Culture Coaches guide you through the key conclusions and offer advice on next steps.

Step 2: share the results

It's important to share the results as quickly and transparently as possible and provide clarity on next steps. First, share the organization-wide results with everyone. You can do this in various ways, for example using the intranet, a video or during a meeting.

After this, you start zooming in on the results of departments and teams. For example, if there is a tendency to competitively compare departments with each other: "Do you see that department X scores lower than the rest?"

Tips

- ✓ Share the (first) results as soon as possible after the survey closes.
- ✓ Thank your employees again for sharing their feedback.
- ✓ Communicate that both upper management and teams will work with their own action plans.
- ✓ Give managers access to the results of their own team or department.
- ✓ Emphasize again that the survey is not a reckoning of persons.

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Getting started with the results

Here's how AtriCure tackles it

"Our HR department performs the initial analysis of the Trust Index results and presents them to the management team. We then present the results in both live and online meetings (since we have many remote employees), focusing on both the positives and areas for improvement."

Step 3: involve executives

A good employee survey is not a personal evaluation (or even reckoning) of executives. The goal of the survey is to create a positive movement to improve things, and for everyone in the organization to experience mutual trust.

During the follow-up, it's important to take responsibility for the results. Lingering on numbers and discussing why certain scores are the way they are, accomplishes nothing. Involve executives in how to read the results and how to properly follow up with their team.

Tips

- ✔ Avoid statements like, "We know where that score came from, but we can't do anything about it anyway."
- ✔ Encourage vulnerability. Executives are welcome to express shock, surprise or perhaps even sadness. This invites conversation.
- ✔ Communicate that both senior management and teams are working on their own action plans.

Here's how Stryker tackles it

"The ability to filter results based on organizational structure gives us an in-depth view of our strengths and opportunities. We host a reporting workshop with the leadership team and use these insights to coach leaders on how to support and mentor their employees."

Additional offerings

Leadership Development for C-level | 1–4 sessions | Tailored

Culture starts with leadership. That's why our experts facilitate leadership programs for executive and departmental teams to help leaders grow and unlock the full potential of their teams.

Individual Leadership Coaching | 4–6 sessions | Tailored

For individual development needs, we offer one-on-one coaching sessions—enabling you, as a leader, to contribute effectively to a high-trust team.

Step 4: engage with your employees

An employee survey is all about perceptions. Therefore, it's important to engage in conversation after the survey, to properly interpret the results. By engaging in conversation, you can find out what is going on beneath the surface.

Actions formulated solely on the basis of numbers often have insufficient effect, even if they are followed up properly. Real change fails to materialize. This is because the core of the problem has not been reached. Only by engaging in conversation, will you reach the core.

Tips

- ✓ Schedule the conversations (and take plenty of time for it).
- ✓ Provide a safe setting and set the ground rules together.
- ✓ Write a report of the outcomes.
- ✓ Focus on improvements rather than problems.
- ✓ Involve "silent" employees and ask for their opinions.
- ✓ Have someone from HR, another manager or an external consultant facilitate the conversation.

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Here's how YaWorks tackles it

"We discuss the Trust Index results in round table sessions on our guiding principles: Growth, Making a Difference, Sense of Belonging and Serious Fun. Employee satisfaction is central to this. The results of the Trust Index help to deepen the topics and actively involve colleagues."

Additional offerings

Team conversations (facilitation) | 180 minutes | On-site

Real progress starts with open dialogue. But creating an environment where everyone feels safe to speak up can be challenging. Our experts help you effectively facilitate team conversations—so that, for example, managers can be active participants in the dialogue with their team.

Team conversations (training) | 180 minutes | On-site

Would you like to build internal expertise to guide team conversations in an effective and psychologically safe way? Let our experts walk you through the theory so you can confidently apply it in practice.

Step 5: define practical actions

After the conversations, it's time to create action plans. What do you want to work on? What practical points of improvement do you want to implement? Who is responsible for what? And what is the timeline?

While drawing up action plans, it is important to focus. Make sure that an action plan is drawn up in every layer of the organization. Make the plan part of regular meetings to avoid it standing on its own. Don't forget to pick up and communicate organization-wide actions.

Tips

- ✓ Decide on a person responsible and deadline for each action plan.
- ✓ Make the plans as specific as possible (what will change?).
- ✓ Share action plans to learn from each other.
- ✓ Focus on no more than 3 points of improvement. Decide on these actions together with your employees using a mentimeter, for example.
- ✓ Don't forget about the positives that you want to cherish.
- ✓ Use pulse surveys to periodically evaluate action items.

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Getting started with the results

Here's how Coöperatie Univé tackles it

"To translate the Trust Index results into actions, we establish a top 3 of things we want to keep and top 3 of areas for improvement. We do that organization-wide, but also within departments and teams. On those points we formulate goals and then we make an action plan to achieve our goals. Constant monitoring of progress and continuously collecting feedback is crucial to ensure that the actions are effective."

Additional support by Great Place To Work

Follow-up workshop | 180 minutes | On-site

By the end of the follow-up workshop, you'll have a clear and actionable roadmap. What are the key themes? Where should the focus lie? Who is taking ownership of what? Everything you need to move forward effectively as an organization.

Step 6: measure the progress

With interim measurements (pulse surveys), you can more frequently assess how things are going with specific themes. Some goals may already have been achieved, while other action points might require more attention.

However, keep in mind the pace of change within your organization. Measuring more often than you can implement changes will have less impact.

Share the results with the teams/groups that participated, so they can adjust their own action plans accordingly.

Tips

- ✓ Determine the questions of the interim survey.
- ✓ Determine the planning.
- ✓ Share the start date and the goal of the interim survey.
- ✓ Keep employees informed during the interim survey.
- ✓ Reflect on your goals. What did you want to achieve and did you succeed? Celebrate the successes (big and small) internally and take the lessons learned to the next annual survey.

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Here's how BEYONDER tackles it

"We have appointed one of our colleagues as VIBE Manager. This person is the guardian and booster of a good vibe! And we organize monthly Great Place To Work culture sessions: themes from the Trust Index are put into different task forces to think about improvements. If possible, those ideas are also implemented (immediately)."

Additional support by Great Place To Work

With the Analyze and Accelerate package, your Customer Success Manager will check in with you regularly to ask how the follow-up is coming along. With the Accelerate package, you can also conduct unlimited pulse surveys."

Towards a great place to work together

If you continuously involve your employees in the employee survey, follow-up and conversations, you demonstrate that the employee survey is not an HR or management tool, but a way to work together to create a better work environment for everyone.

Moreover, employees will take ownership themselves. This puts the responsibility in the bottom layers of in the organization. However, this does not mean that you can sit back during the follow-up of the results. Show your commitment to the survey and to your employees.

People want to feel heard. Also in the joint follow-up of the results of the survey. You lose credibility and trust if you conduct an employee survey and indicate that you want to know the opinion of your employees, but then fail to listen or (in the experience of your employees) do nothing with their feedback. Simply engaging with people often solves things.



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