

FIVE ACTIONS TO TAKE AFTER YOUR EMPLOYEE SURVEY

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Good for you...you surveyed your workforce to check on their level of employee engagement. However, asking the questions posed in the employee survey is only the first step toward improving levels of employee advocacy, discretionary effort and retention.

Make sure that the survey data is provided in a format that can be studied in a variety of ways to obtain as much information detail as possible. The reports provided from the data should supply enough specific information so that employee identified issues can be addressed.

What if there is no follow through on the survey results?

If you ask questions without following up, you might worsen the situation. When you ask employees for feedback, you raise the expectations that their work environment will improve. Ignoring survey results will undermine their trust in company leadership and reduce their level of commitment to the business.

Bottom Line

Employee engagement action planning is crucial. When leaders take engagement survey results seriously and involve workers in solving the problems that come to light, employees trust the system and believe that their leaders care. And when leaders follow through on action plans that are co-created in team workgroups, employee engagement increases 12 times greater compared to those companies who do not.

Go ahead and ask the questions as long as you are committed to taking meaningful steps toward improvement.

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1. **Share the Feedback.** Provide employees with high level information about the survey results, at first focusing on the most favorable and unfavorable categories. Let them know that the information has been gathered and is being reviewed and disseminated. Let your workforce know that you as leaders are committed to making changes. Set up a timeline and communication system that keeps them informed of progress and be clear about how they will be included going forward.
2. **Discuss the results with team managers.** Hold meetings to talk about team specific survey results, item by item. Additional meetings can include the whole team to make sure everyone has a chance to share their perspective. This demonstrates that everyone's opinion counts... in and of itself an important part of engaging employees.
3. **Choose a few items to focus on.** Which key items have the highest correlation to increased levels of employee engagement? Use the survey results to identify these specific areas and then prioritize the list and select a few that you can work on in the next six months.
4. **Design your plan of attack.** Gather input on specific steps that will address the issues raised that make sense for your company's strategy and workplace culture. Set-up "owners" for each task; establish a timeline for delivery and dates for follow-up meetings.
5. **Follow-up.** Meet on a regular basis with the individual task owners to create joint ownership and check on progress. At this point, it's all about accountability. Celebrate wins and figure out ways to overcome unforeseen challenges.

About the Author



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For more than 20 years Don has advised a diverse variety of businesses, large and small, throughout North and Central America, Europe and Russia. He is a recognized thought leader and senior advisor in effective change management and the senior leader and chief scientist to SDW's Worldwide Organization Effectiveness practice.

Don has worked with various Native American government and business organizations including the Seneca Tribe of New York, Gila River Community, Fort Sill Apache Tribe, Snoqualmie Tribe of Washington and the Comanche Gaming Enterprises in Oklahoma.

Along with an extensive business within the Native American communities, SDW clients have also included SKF-West Germany, University of Rochester Medical School, National Training Institute for the Deaf, Casino Arizona and Talking Stick Resort, PURE Canadian Gaming along with many others.

Don is the author of *The Results-Focused Organization*, the soon to be published series of Field Guides to Organizational Effectiveness and *Instrument Based Training: A Guide to Increased Effectiveness in Training*. Don's writings and consulting/advisory work focus on planned change, organizational development, managerial effectiveness, sustainable performance, effective leadership and managing change with measurable results. He has been visiting professor and lecturer at the University of Rochester, National University, USIU in San Diego and is regularly featured at the National Indian Gaming Conferences. Don has authored over 30 assessment and training instruments and over 40 specific competency focused trainings.

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