



Why is Action Planning So Difficult?
An Agile Approach to Acting on Employee Feedback

September 2019

Your People At Their Best.

GLINT

Purpose of today's discussion

Why current approaches to action planning are not working

Three keys to enabling action

Glint's approach to move from Action Planning to Action Taking

The BIG problem we're
trying to solve

7x[▼]

Those who don't believe action will be taken are more likely to be disengaged.**

Action Taking* is consistently one of the lowest scoring items despite its significant impact on engagement.

Why?

*As measured by the item, "I believe meaningful action will be taken as a result of this survey"

**As measured by the item "How happy are you working at [company]?"



Reflect on your organization's current approach to taking action on survey feedback.

What are you most proud of?

What (one thing) do you *really* wish you could change?

How most survey programs run today...

If we look at our current practices, they might be inhibiting our ability to respond quickly to survey feedback



Employees give feedback



Insights are generated by HR and shared with executives



Insights are cascaded through each level of leadership



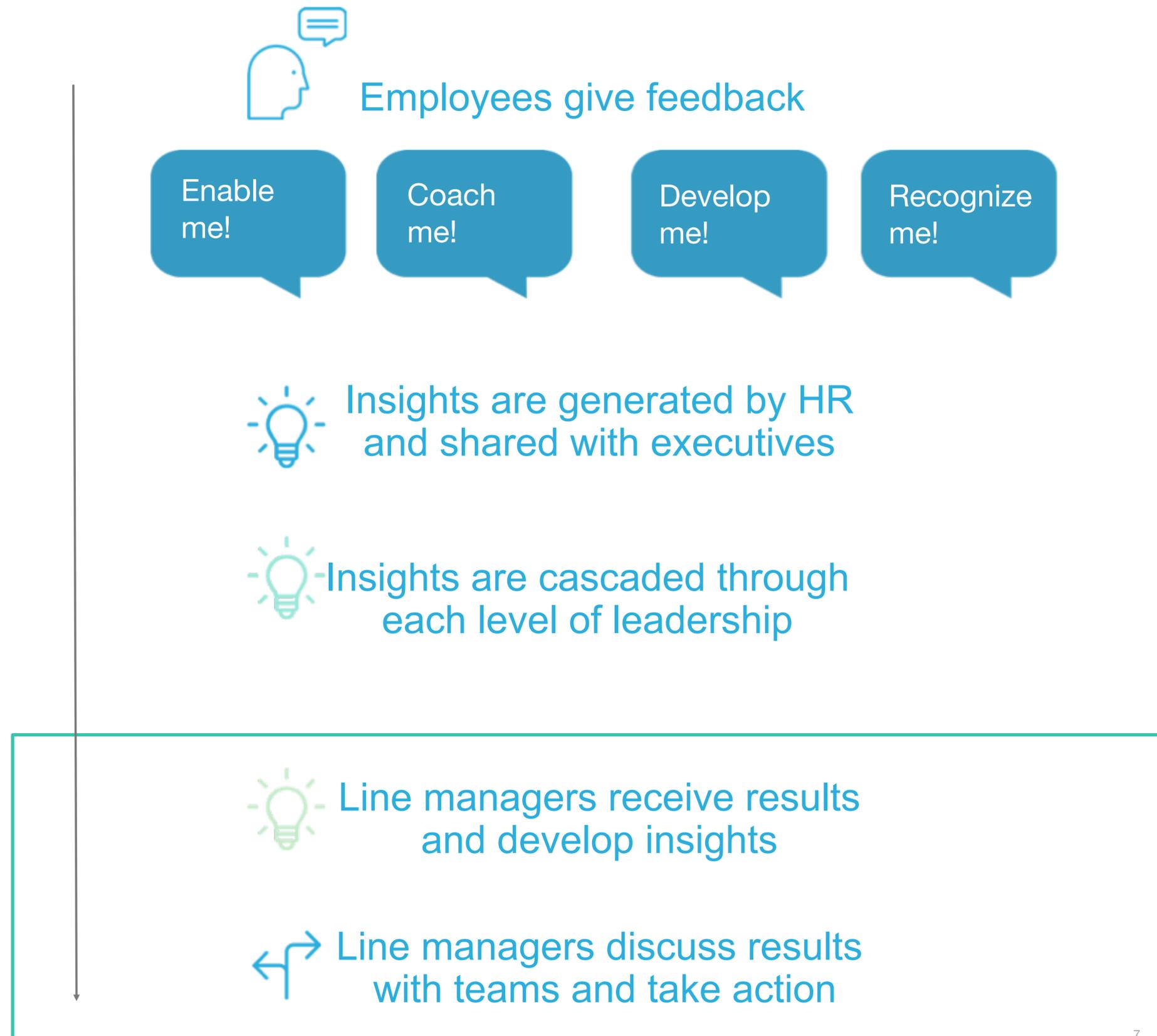
Line managers receive results and develop insights



Line managers discuss results with teams and take action

The missing link...

We know managers are critical to engagement and retention of their teams, yet we don't often make it easy for them to quickly and effectively act on their people's feedback.



Meet Victor



- Spending lots of time on survey results is not an option
- Finding time and attention for engagement is secondary to safety and productivity
- Engagement concepts are uncomfortable

Meet Isabel



- Asks her HRBP to create a presentation of findings
- Asks her HRBP to take care of any follow-up; weighs in when needed
- Since we have a year before the next survey, she'll pay more attention once she has time

Meet Joe



- Spends hours analyzing results
- Feels responsible for responding to every opportunity
- Chooses 5-6 focus areas
- Creates committees to tackle each opportunity and asks them to submit an action plan



Why do managers struggle to take action on survey feedback?

Let's face it

Managers are too busy to dedicate hours and days when survey results come out, and don't know how to talk to their team about engagement





Let's face it

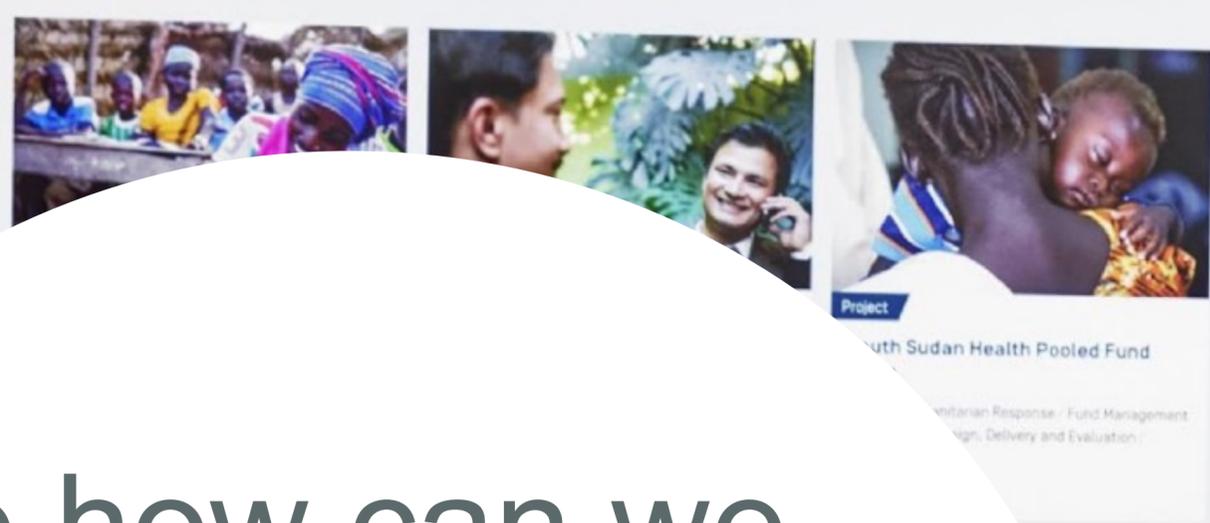
It's easier to put off engagement or outsource it to HR when it involves so much extra work

Let's face it

Significant action planning around a survey event is not working



So how can we make survey feedback an effective tool for driving continuous improvement?



Project
South Sudan Health Pooled Fund
Humanitarian Response - Fund Management
Design, Delivery and Evaluation



We must move from actions that are...

Heavy

Standalone

Events

To actions that are...

✓ Simple

✓ Integrated

✓ Habits

3 keys to enabling action

3 secrets to success

- ✓ Get results in the hands of managers quickly
- ✓ Help them focus on key insights
- ✓ Redefine roles and behaviors

Empowering Managers to Take Action

3 secrets to success

 Get results in the hands of managers quickly

Help them focus on key insights

Redefine roles and behaviors

Empowering Managers to Take Action

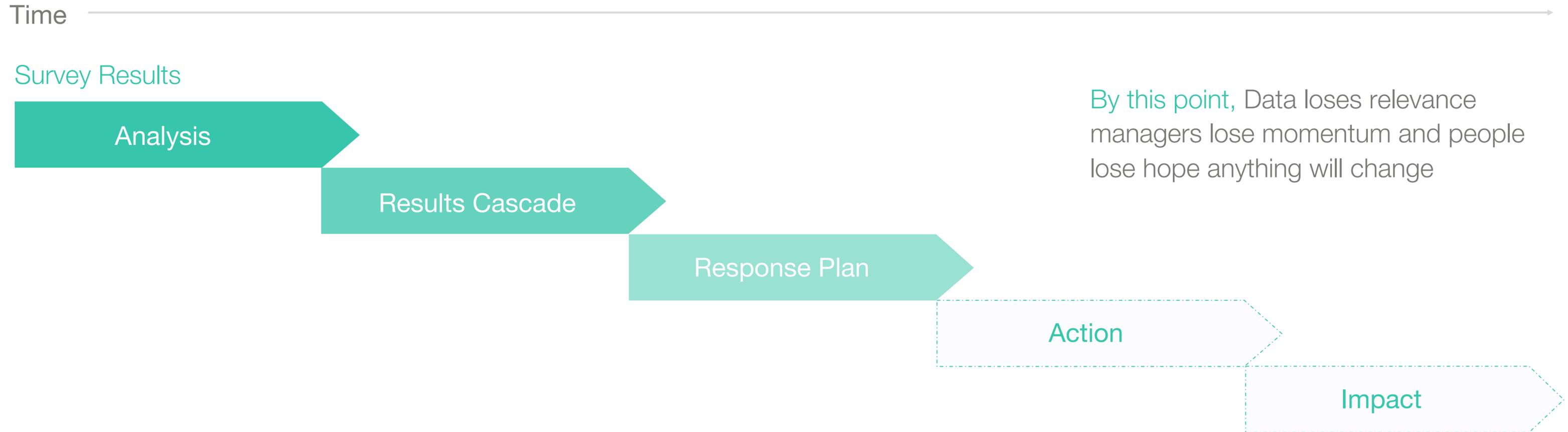


Poll:

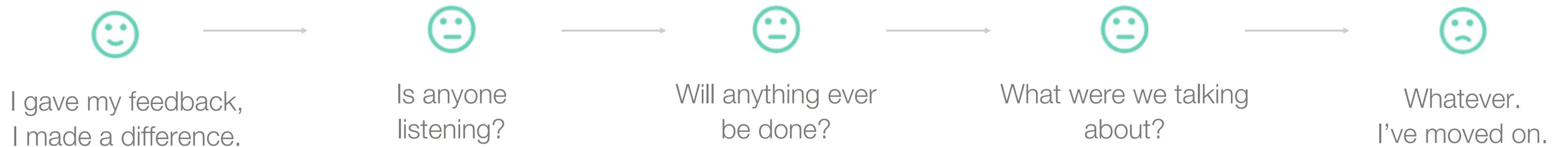
Once your engagement survey closes, how long does it take you to get the results out to your managers?

- A. Immediately
- B. A couple of weeks
- C. A month or longer
- D. Never

Improving speed to action is critical



Employee emotional journey



3 secrets to success

Get results in the hands of managers quickly



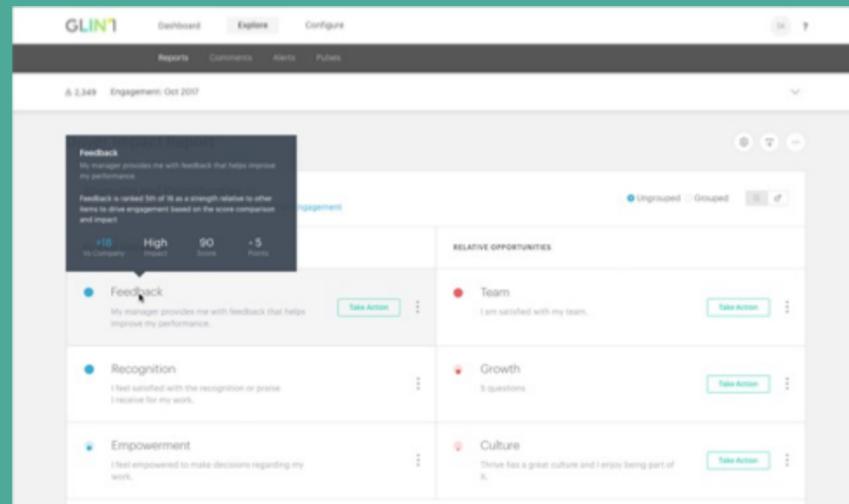
Help them focus on key insights

Redefine roles and behaviors

Empowering Managers to Take Action

Simple, Intuitive Reporting

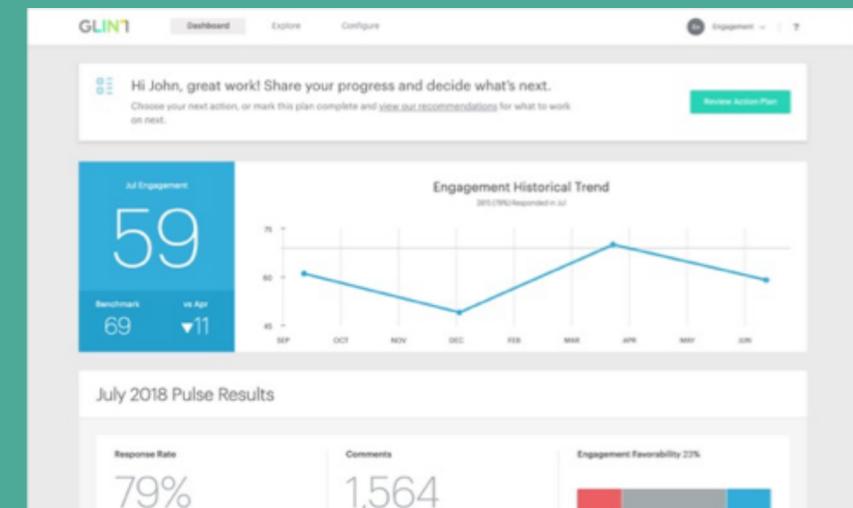
Clear, focused manager dashboards provide immediate insights and focus the conversation.



A great
technology
platform
includes

AI-Driven Recommendations

In-platform guidance eliminates ambiguity and empowers managers with the resources they need to stay accountable.



3 secrets to success

Get results in the hands of managers quickly

Help them focus on key insights



Redefine roles and behaviors

Empowering Managers to Take Action

Our people need to shift their mindsets to enable the right behaviors

Senior Leaders

- Transparent about company results
- Role model feedback and action taking
- Champion engagement

Managers

- Take ownership of team's data & process
- Role model and recognize the right behaviors
- See results as a catalyst for ongoing conversations

Employees

- Feel heard
- Feel empowered to actively participate and influence change
- Trust senior leaders and managers will take action

HR

- Become true enabler
- Build people capability and ownership
- Celebrate success and tell impactful stories



Project

Complementary Basic Education for Ghana

Governance and Public Administration - Institute
Efficiency - Programme Design, Delivery and
Evaluation

Ghana

Project

Public Financial Management in
Nepal

Project

South Sudan Health Pooled Fund
(HPF)

PROJECTS →

A new perspective

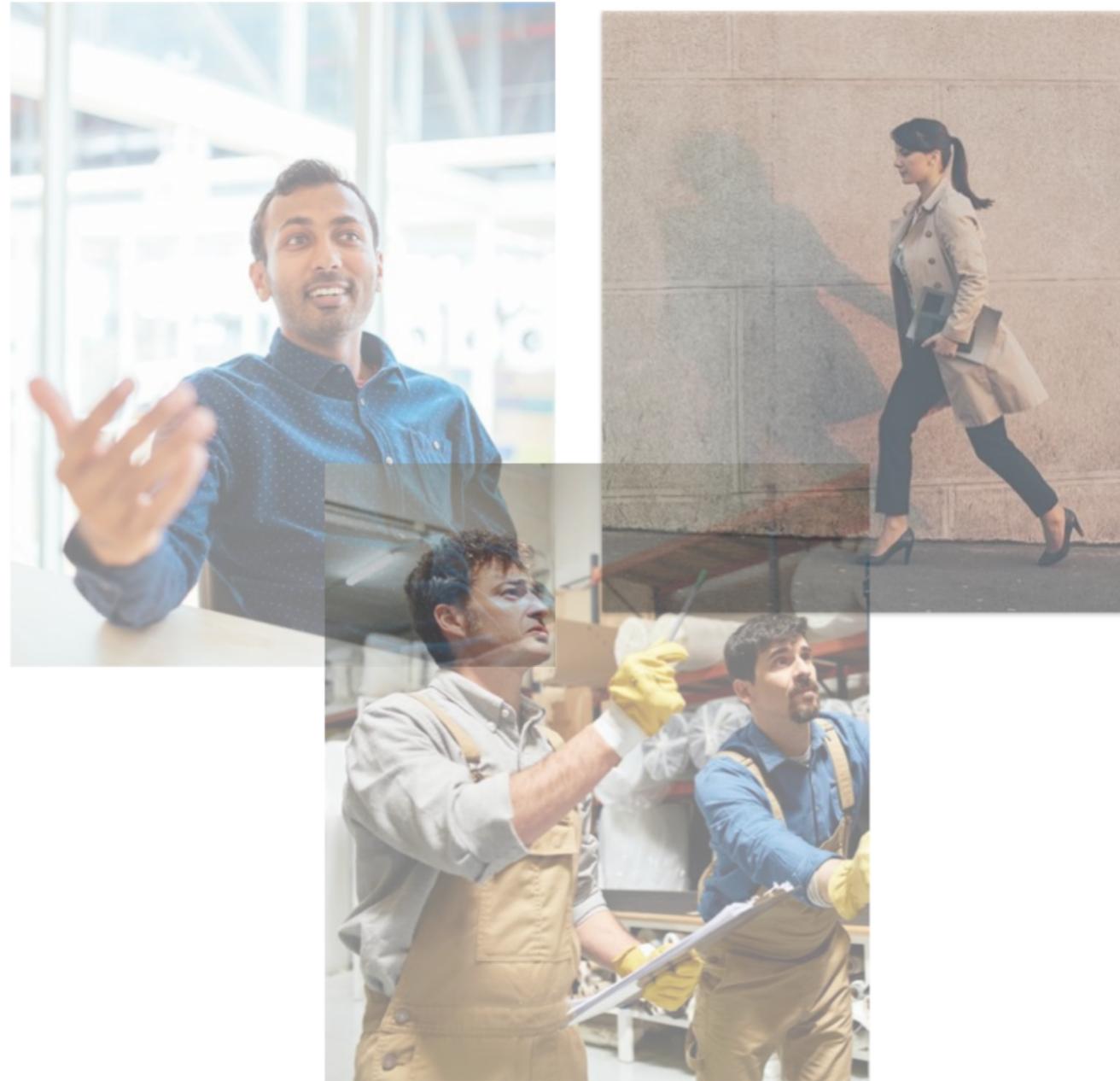
How do we shift from surveys and
actions as a big event
to an **ongoing check-in** process?

Meet Susie

- Spends 30 minutes reviewing results
- Brings key bullets and 2-3 focus areas to next team meeting and asks for feedback
- Together they choose one focus area
- Each teammate commits to one small shift
- Checks in on actions, progress, and learnings every few weeks during team meetings



Who has the best chance for long-term success?





The best way to move quickly, efficiently,
and enthusiastically...



from
Insight



is by enabling better
Conversations



to
Action



to foster greater
Collaboration



and empower
**Accountability & Self-
Correction**



Conversations set the foundation for **agile action taking**

Build trust

Appreciate each other

Drive focus

**Foster individual
commitment**

**Foster an environment of
ongoing learning**

**Create an agile,
continuous improvement
mindset**

The challenge is that conversations about feedback feel awkward, personal, and intimidating.

They feel difficult.



How do we simplify these conversations?

Let's have an ACT Conversation



Acknowledge
where we are.

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Collaborate on
where we want
to go.

GLINT

Take one step
forward.

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Acknowledge where we are.



Here are a few things I learned when I viewed our latest results



Here are the strengths I see we shouldn't lose sight of. What do you think is our most important strength?



Here are the biggest opportunities I see. What am I missing?



Collaborate on where we want to go.

Collaborate Conversation Prompts



What one thing should we focus on improving in the next **few weeks**?



What should we **start** doing to improve in this area?
What should we **continue** doing?
What should we **stop** doing?



What is one simple change we can begin trying as a team over the next few weeks?



Take one step forward.

Take one step forward Conversation Prompts



Here's one change I will commit to trying when we leave today. What's one small thing each of you will do?



We'll check in on how we're doing during next meeting. Thank you for your openness and commitment to improving together.

ACT Conversations can be a simple check-in every few weeks during a regular staff meeting, agnostic of when a survey is launched.

We've decided to focus on **Recognition**.

Let's commit to each recognizing a team member at the end of each team meeting.

We like the Recognition Rounds, but we aren't talking about the impact people are having.

At the end of our recognition shout outs, let's add, "...and this helped me or the business because..."

We're getting better at talking about impact, but it still doesn't feel like senior leaders know the impact we're having.

Moving forward, after we share recognition stories, let's pick our top "win" to share with senior leaders each week.

Check-in, celebrate success, learn, adjust, renew commitment

Survey

Survey



How would you help your managers be more effective using the ACT framework?



Acknowledge
where we are.

Collaborate
on where we
want to go.

Take one step
forward.



Ah-ha!

I learned ...

I will ...

What's one step forward
you can commit to?

GLINTTM