

BETTER because of you

Employee Engagement Survey Results Action Guide for Leaders

This is a step-by-step guide to help you share engagement survey results with your team, create your People Engagement SMART goal(s), and develop an engagement action plan.

If you need help creating your People Engagement SMART goal and identifying actions, refer to the resource: [Engagement Survey – Example Goals and Actions](#). This includes example SMART goals for each category, example actions, and recommended resources.

Your Action Steps:

- 1** [Review Your Results](#).....2
Carefully read your survey results. Your goal is to interpret the results and gain preliminary insight into your team’s story.
 - Access your survey results.
 - Reflect on results and themes.
 - Determine the best way to share and discuss results with your team.

- 2** [Share & Learn](#).....3
Meet with your team to share survey results and discuss how your team views engagement.
 - Share results with your team.
 - Open up a dialogue with your team.
 - Share and discuss your team’s survey results.

- 3** [Collaborate in Goal Setting](#).....4
As a team, set goals and develop organizational and team action plans to improve engagement.
 - Discuss which categories/questions the team should focus on.
 - Create your SMART goal(s).
 - Add goal(s) to Talent Connect.

- 4** [Take Action on Engagement](#).....5
Make focusing on engagement part of the team’s daily routine to foster a work environment that creates an engagement story in which everyone matters.
 - Create your Team Engagement Action Plan.
 - Brainstorm action ideas to improve engagement.
 - Establish a schedule to follow-up on actions and regularly evaluate progress.

1 2 3 4

Review Your Results

Survey results provide a snapshot in time of your team's engagement story. As you review your results, keep in mind that numbers cannot change an organization on their own. The best way to understand the numbers and know what is going on within your team is to talk with your team members.

- Access your survey results.
- Reflect on results and themes.
- Determine the best way to share and discuss results with your team.

Access Your Results

- If your team had **five** or more respondents you should have access in [Wills Towers Watson \(WTW\)](#). WTW offers a downloadable Power Point slide deck with your team's results.
- If any of your team members work at one of our hospitals or clinic locations or are in a direct patient care or clinical role, they had an additional 18 AHRQ Culture of Safety questions and can also be found in Wills Towers Watson.

What's Your Team's Engagement Story?

Now that you have your survey results, look for the engagement story behind the numbers.

****If you also have AHRQ survey results, feel free to also share results with your team, however engagement themes, your People Engagement SMART goal, and your resulting engagement action plan should be based on results from the employee engagement survey.**

Strengths	<p>Which of the seven survey categories did your team rate highest? What specific questions resonate with you?</p> <p>What are you and the team doing to contribute to these strengths?</p> <p>How can you ensure these continue to be strengths?</p>
Opportunities	<p>Which of the seven survey categories did your team rate lowest? What specific questions resonate with you?</p> <p>What might be influencing these results?</p> <p>What could you do to improve?</p>
Themes	<p>How do your team results compare to last year, the organizational, and Healthcare norm</p> <p>What do I want to know from my team to better understand these results?</p>

Prepare to Share Results

Determine the best way to share results based on your team's work style. Get creative in the ways you share results and collect feedback. Leverage avenues like meetings, huddles, Teams, rounding, or DES.



Do you have a large team or a team that's difficult to get together for longer meetings?

- Share a new survey category each week.
- Use rounding to talk about the survey.
- Create sharable folders in Teams.
- Break the conversation into shorter meetings.
- Print out results, one category at a time, and post them on your Strategy Deployment Board.

1 2 3 4

Share & Learn

Next, it is time to explore the stories you identified during the Review Your Results step and uncover your team's full engagement story. The goal sharing results with your team is to open a dialogue to gain further insight into the stories behind the data.

- Share results with your team.
- Open up a dialogue with your team.
- Share and discuss your team's survey results.

Share Results

Depending on your team's need and schedule, you may need to share results in various stages. When sharing results make sure you:



Express your gratitude for their participation in the survey and why their voice is critical for moving Fairview forward.



Review the seven categories of employee engagement, highlighting what the category means and why it's important (refer to [Engagement Survey – Example Goals and Actions](#) resource for detailed information on each category).



Share your team's survey results and provide context for how results compare to organizational results and healthcare norm.

Hear What Your Team Has to Say

Open up a dialogue with your team and consider asking these questions to help better understand results:

1. Why are we **strongest** in [category/question]?
 - a. What are we doing that makes this a strong result?
 - b. How can we continue to ensure this remains a strength?
2. Why is [category/question] an **opportunity** for our team?
 - a. What is contributing to these results?
 - b. What would it take for you to strongly agree with that question?
3. How would you describe the **culture** you want to work in?
 - a. What is the difference between where we are now and what you described?
 - b. Which 1 or 2 questions, if we worked on it together, would help us create the team culture we all want?
4. What is an action we can own to **improve** engagement for our team?



Is your team struggling with sharing their thoughts around engagement?

Ask them to think about this simple question: *What's the most important question from the survey and why?*

Give them time to think before asking for their responses and explain that there is no wrong or right answer. It's okay if only a few people share their thoughts. Their answer doesn't have to be about a question that scored low either. By asking this, you are helping to uncover what's most important to them in driving their engagement, whether that's a team strength or opportunity.

1 2 3 4

Collaborate in Goal Setting

Now it's time to transition the conversation to focus on creating a People Engagement goal. This will include working together to identify actions to improve engagement. Use your prior discussion points from the Share & Learn step to continue talking about areas of opportunity and strengths for your team.

- This can be combined in the same meeting as the Share and Learn step or you may decide to schedule another meeting.
- Discuss which categories/questions the team should focus on.
 - Create your SMART goal(s).
 - Add goal(s) to Talent Connect.

Create a Minimum of **ONE** People Engagement Goal

While it's important to share team results for all categories, you need to create a minimum of one SMART goal for improving engagement.

- You don't need a goal for each category.
- Your People Engagement Goal should be based on your Employee Engagement Survey results. You may also need to select one goal based on your AHRQ Culture of Safety results (if applicable). It's possible to design one goal that addresses results from both surveys. In this case, you will need to be clear on how your goal applies to both surveys.

What is a SMART GOAL?

S	M	A	R	T
Specific	Measurable	Attainable	Relevant	Time Bound
				
Well defined and has a specific outcome	Achievable and progress can be tracked	Realistic with a high likelihood of success	Meaningful and connects to overall vision/mission	Has a clearly defined start and end date

Example SMART Goals

- Improve by 25% on the question 'There are no substantial obstacles at work to doing my job well' in 2024 by conducting Stay Interviews with each team member to clarify roles and identify barriers.
- Increase recognition scores by 5% during 2024 by sending two HeartBeat cards a week, including team achievements in daily Huddles, and sending team members private recognition messages.



[Engagement Survey – Example Goals and Actions](#)

Find more example SMART goals, actions, and recommended resources for each survey category.



Enter your goal(s) into Talent Connect by late April!

If your team members have a direct impact on achieving the goal, you will need to cascade the goal to those team members. However, in most cases your People Engagement goal will only apply to yourself (the leader). Support: [Entering and Cascading Goals in Talent Connect](#)

1 2 3 4

Take Action on Engagement

Focusing on engagement every day will help you foster a work environment that creates an engagement story in which everyone matters! It's important to remember that the action plan does not equal engagement.

It's the interactions and steps forward after the survey and planning that really lead to improved engagement.

- Create your Team Engagement Action Plan.
- Brainstorm action ideas to improve engagement.
- Establish a schedule to follow-up on actions and regularly evaluate progress.

Your Team Engagement Action Plan

Engagement Category:	<input type="checkbox"/> Strength	<input type="checkbox"/> Opportunity
Survey Question(s) in Focus:		
SMART Goal: (Specific, Measurable, Attainable, Relevant, Timebound)		
This is what we will do:	This is what success will look like:	
This is how often we will check in on progress:	We will review progress by:	



As the leader, how can you hold yourself and others accountable?

Engagement doesn't have to be time consuming. Instead, think about building engagement in those small or everyday interactions you already have with your team.

- What are the top 5 ways you interact with your team each day/week/month? (e.g., huddle, rounding, weekly meetings, etc.)
- How can you impact your team's engagement in each interaction?