

Working with the results from Pulse in the team



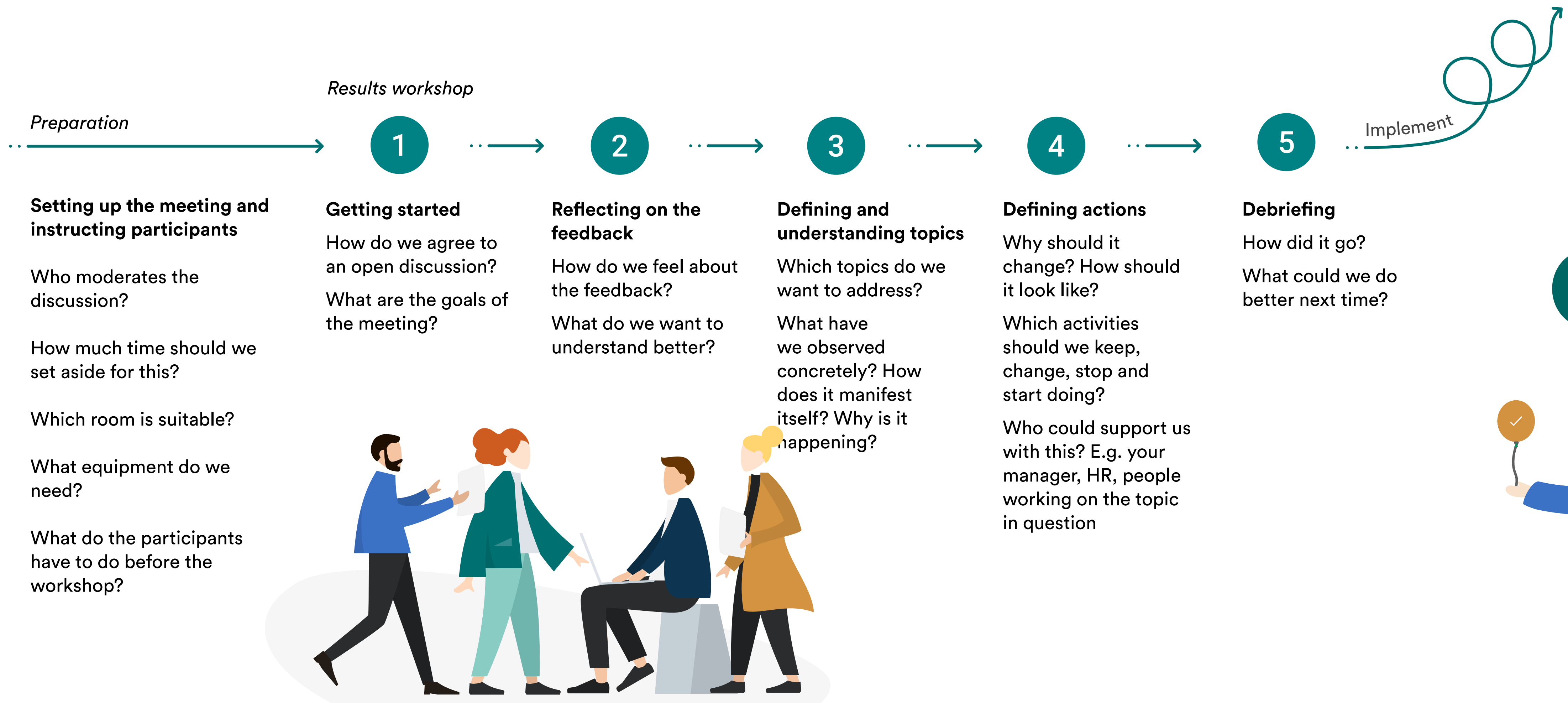
Discuss the results

Step by step



Pulse makes it easier to do a good job

... if you work with the feedback in your team.



Each step
in detail



Preparation

Setting up the meeting and instructing participants

Why? With a careful preparation you can ensure a smooth and effective results discussion.

Setting up the workshop is usually quick and easy. It includes the following tasks:

- **Appoint a moderator for the discussion.** See details to the right.
- **Schedule the meeting.** Make sure that all team members are present and that you have enough time for the discussion (e.g. two hours)
- **Book a room that is suitable for the discussion.** Offline works better than online (you can easily print the results), standing and moving around is more energising than sitting at a desk.
- **Make sure the necessary equipment is available.** E. g. post-it notes, whiteboards, flip charts, pens etc.
- **Instruct participants.** Look at your team's scores and read the comments. *What confirmed your assumptions? What surprised you? What would you like to understand better?* Write your most important findings from the analysis of the scores and comments on Post-it notes.

Appointing a moderator

The moderator manages the team discussion and supports appreciative and constructive argumentation with the results.

Potential moderators:

- *Teamleaders*
- *Team members*
- *External moderators (contact HR if support is needed)*

Tasks of the moderator

- Determine course of events for the results analysis and ensure these are adhered to
- Ensure there is time for everyone during the dialogue
- Ensure that feedback is given in a constructive manner: from a personal perspective, and formulated such that the recipient can learn from it and generate initial ideas for improvements
- Appreciate feedback, obtain more detail and expand on it
- Organise external support if the team is not able to progress on its own



1 Getting started

Why? Participants are prepared, find it easy to get started with the topic and feel at ease in the group.



What?	Why?	How?
<i>Check-in</i>	<ul style="list-style-type: none">• Get ready for discussion within the team• Strengthen trust and solidarity in the group	One after the other, each person in the room tells the others how they are, what is currently bothering them, and what they are currently dealing with (by simply talking or answering questions). Everyone else listens attentively. There is no interaction, each person can talk as long as they want for their check-in.
<i>Warm-up</i>	<ul style="list-style-type: none">• Activate body and mind to stimulate creativity• Laugh together and expand the comfort zone	The entire group completes a warm-up suggested by the moderator. Examples: Yes, and..., Alphabet, Danish Clapping Game, Rock, paper, scissors tournament, 1 to 7 (Details).

2 Reflecting on the feedback

Why? Participants deal with the results first individually then together in the team. They share what the results trigger for them and which topics they see in the results.



What?	Why?	How?
<i>Preparation</i>	<ul style="list-style-type: none">• Team members take their time individually for reflection and deal with the results in peace	In preparation, all participants look at the results and write down on post-it what they noticed and what they would like to understand better.
<i>Observations are discussed in the team</i>	<ul style="list-style-type: none">• Team members share their observations• Link together the individual observations to form an overall understanding of the results	In the plenum, all team members present their notes and tell what the results have triggered in them. The post-it are arranged thematically and put together to form an overall understanding.

3

Defining and understanding topics

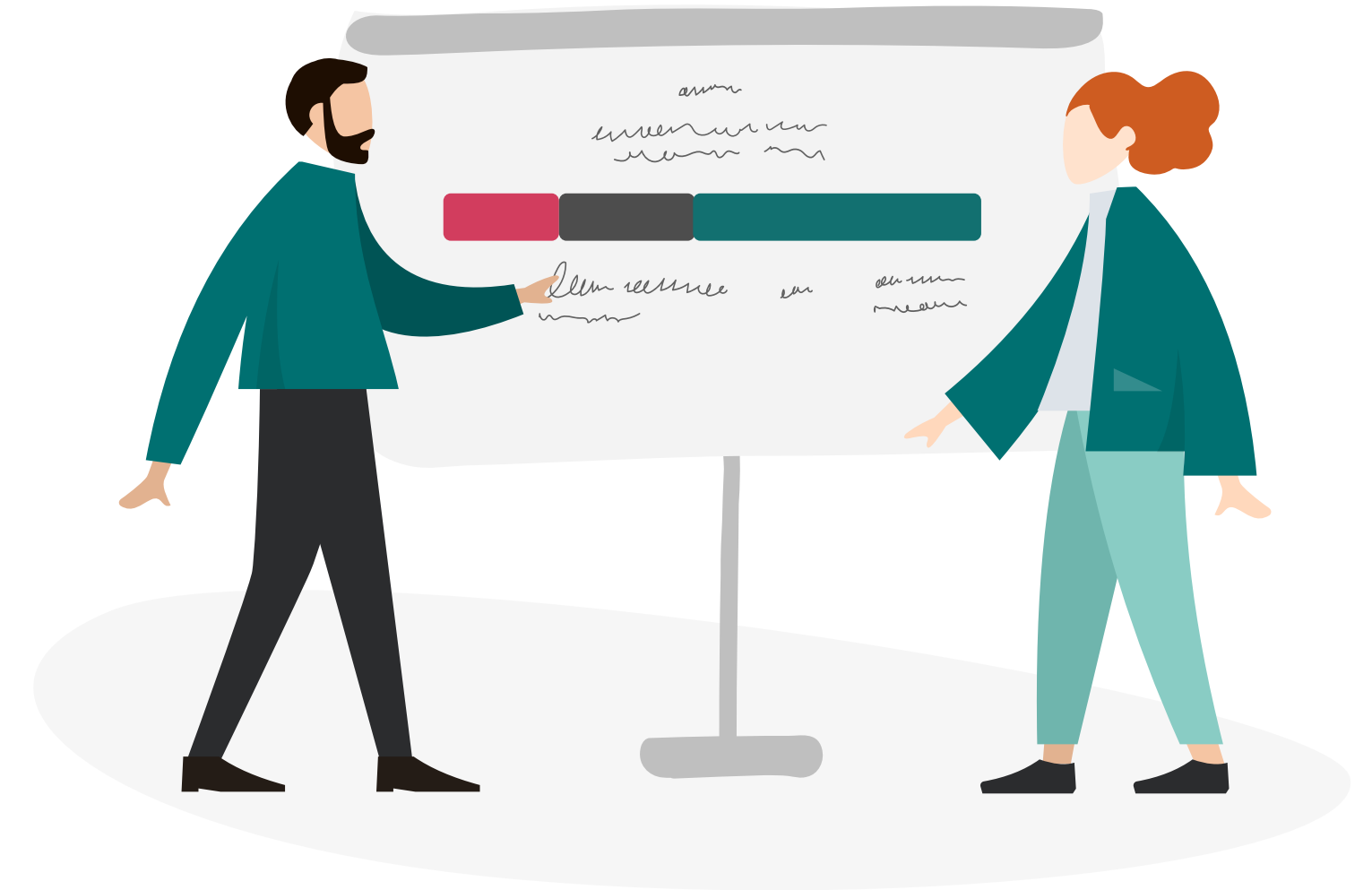
Why? Using the knowledge gained, you now define topics that you would like to explore further.



What?	Why?	How?
<i>Give priority to topics and define fields of action</i>	<ul style="list-style-type: none">• Set focus by agreeing on the most important topics in which the team has room to act	Select the 1-4 most important topics, e.g. with Dotmocracy: each person has 1-2 points that they can stick to the most important topics from their point of view.
<i>Understanding topics and identifying causes</i>	<ul style="list-style-type: none">• Before jumping into the search for a solution, you consciously take time to understand the problem.	The topics are discussed in small groups or in plenary sessions, depending on interest. The <u>5-Why method</u> is an effective method of identifying the underlying cause of a problem. If you work in small groups, these will then present their findings.

4 Defining actions

Why? Concrete, action-oriented measures are derived for the identified topics.



What?	Why?	How?
<i>Brainstorming of possible measures in small groups</i>	<ul style="list-style-type: none">• Open search for possible measures and solutions	Stop-Doing / Start-Doing: find concrete actions / practices that are new (Start-Doing) or no longer done (Stop-Doing).
<i>Formulate next steps</i>	<ul style="list-style-type: none">• Divide measures into concrete actions• Team members take responsibility	Each group presents the measures and the concrete next steps. The following questions will be answered in the plenary session: What do we do? How do we do it? Who does it? When/until when do we do it? Where do we do it? How do we know if the measure was successful? Keep the action plan in a visual format, <u>e. g. this one</u> .

5 Debriefing

Why? Reflect on the workshop: identify possible improvements in the workshop process and collaboration.

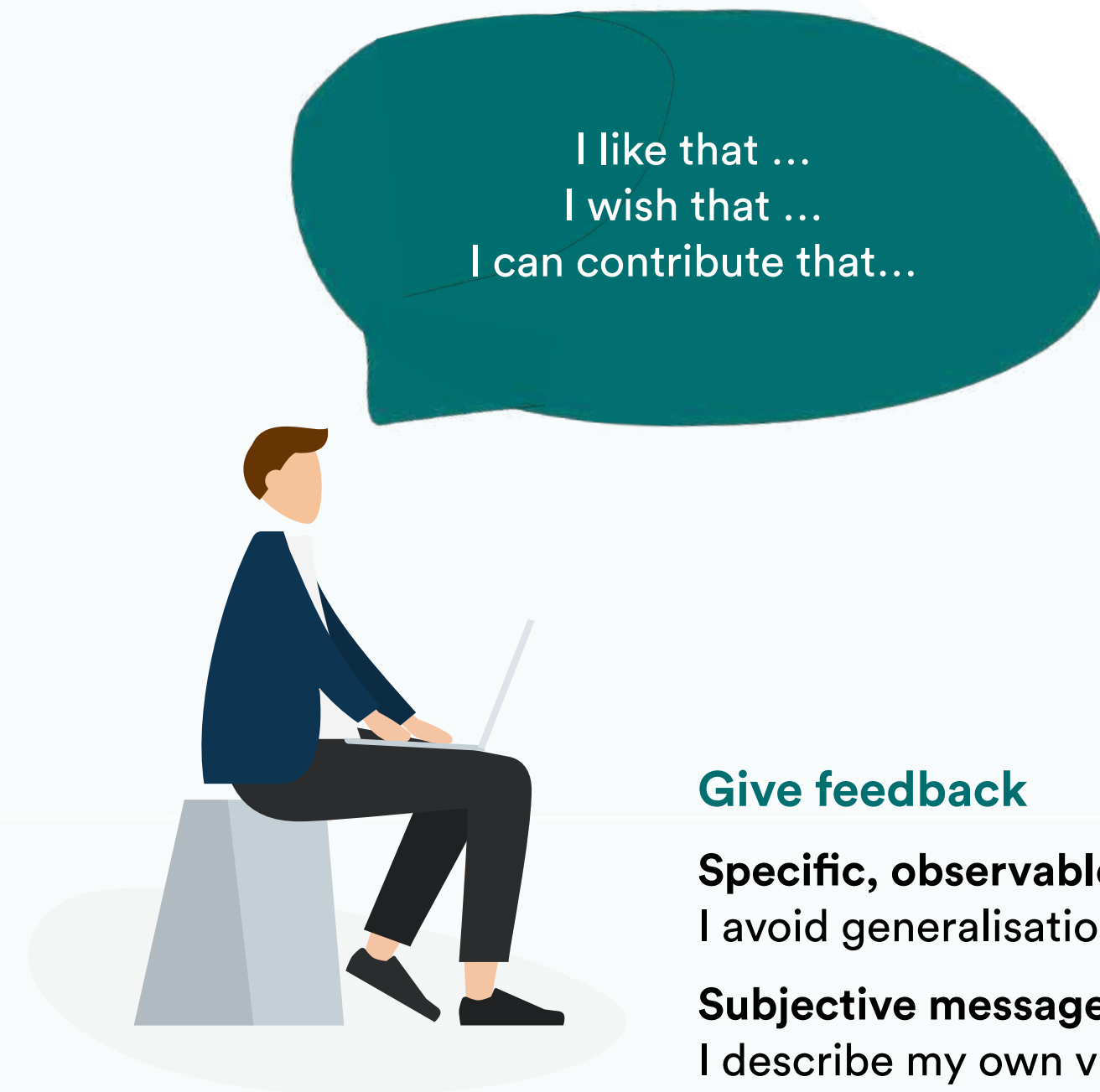


What?	Why?	How?
<i>Debriefing</i>	<ul style="list-style-type: none">• Reflect together on the cooperation during the workshop	Debrief the workshop throughout the team. Possible questions: <ul style="list-style-type: none">• What did you like?• How can we improve the discussion of the results next time?• What did you notice about the collaboration?
<i>Check-out</i>	<ul style="list-style-type: none">• Reflect individually on the cooperation during the workshop	Each person in turn should say what they are taking with them from the workshop. Everyone else listens attentively. There is no interaction, each person can talk as long as they want for their check-out.

How do I give **feedback?**



How do I give feedback?



Give feedback

Specific, observable examples

I avoid generalisations

Subjective messages

I describe my own view

Honesty

I say what I think and feel

Describe feelings
Communicate needs



Get feedback

Feedback is a perception

It is the personal view of the feedback giver

Listen and take in

I do not defend myself

Feedback is a gift

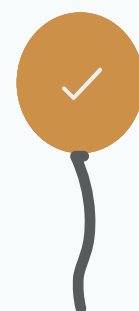
I decide what I will do with it

Ask questions if unclear

I don't make assumptions

Types of feedback

Regarding a thing
Work result,
circumstances etc.



Regarding a person
Concrete observed
behaviour



Quantitative
For comparing



Qualitative
For understanding



How to read the **results?**



Dashboard: How to read the results?

Scores

- Score > 0** There are more people in the category **Keep it up** than in the category **Improve**.
- Score = 0** There are no people or the same number in the categories **Keep it up** and **Improve**.
- Score < 0** There are fewer people in the category **Keep it up** than in the category **Improve**.

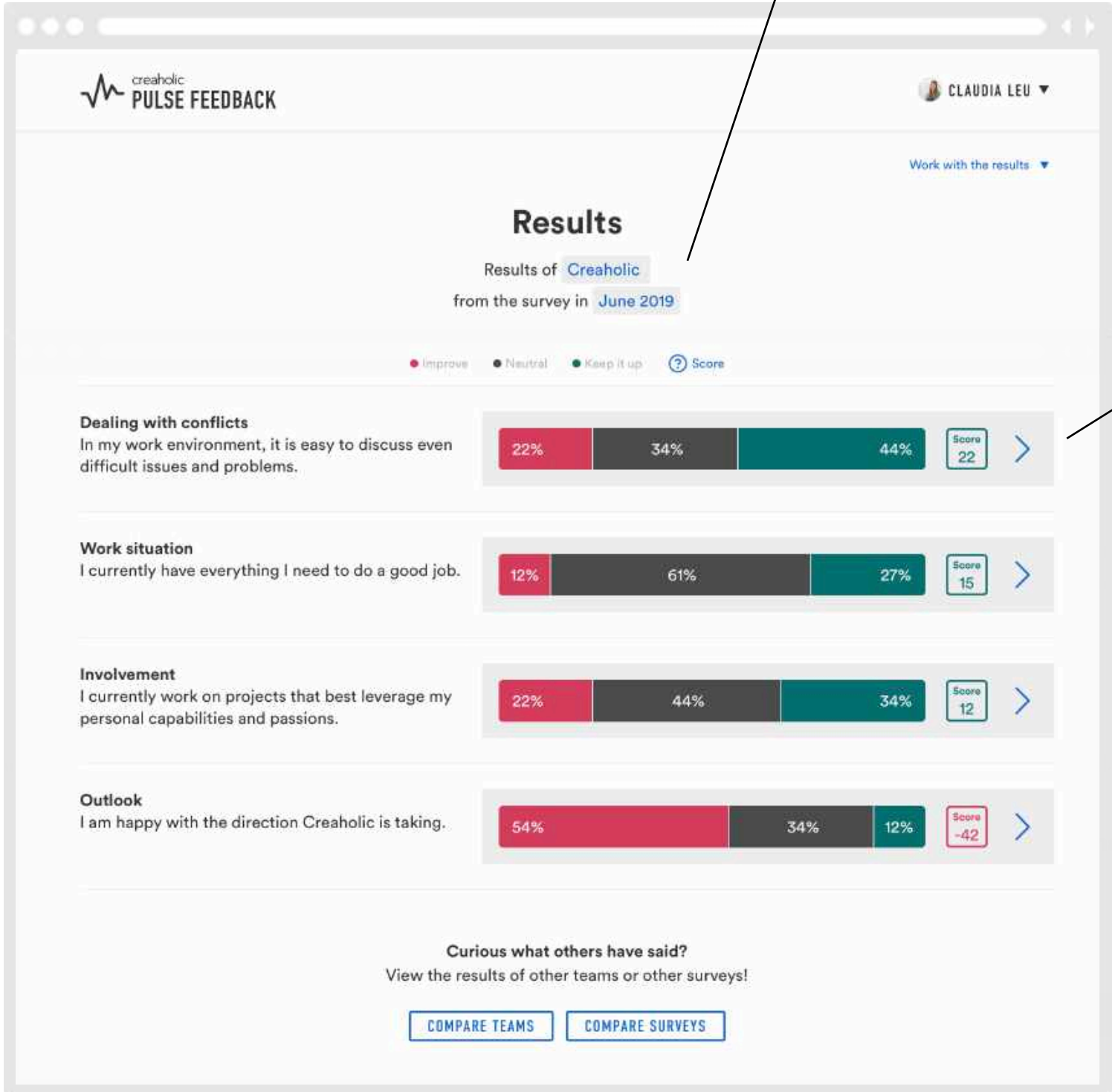
By definition, there are no “good” or “bad” scores. The results must always be reviewed within the context of the current team situation.

Comments

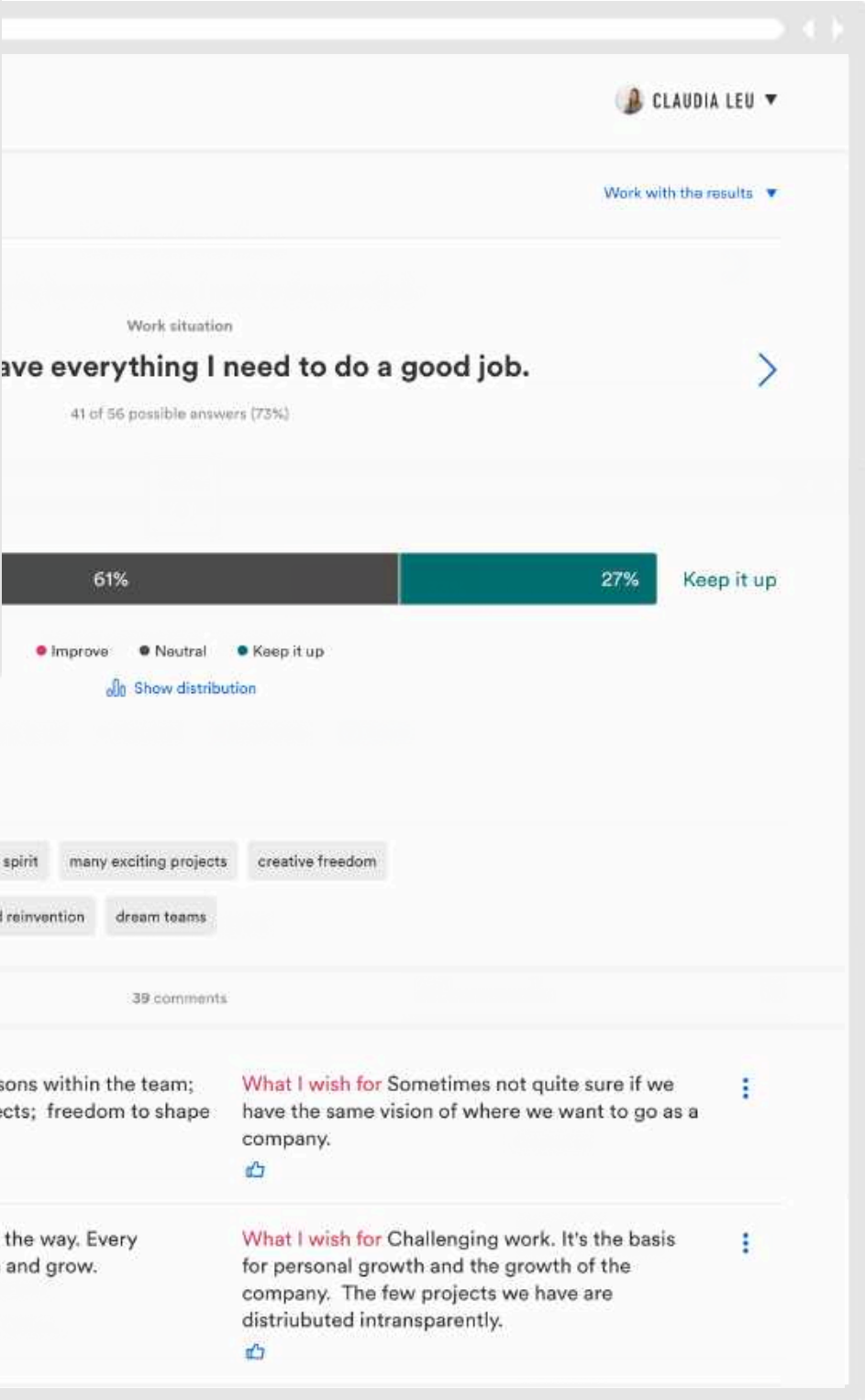
Scores should not be isolated, but instead interpreted together with the comments. It is important that the results are discussed within the teams and reviewed in further detail.



The results of other teams, departments and surveys can be viewed and compared here.



The questions are sorted according to score: the question with the highest score can be found at the top.



Each question includes a detailed view with all of the comments.

A product by



Questions or feedback?

Contact the Pulse team of your company or get in touch with the Creaholic Pulse team: team@start-pulse.com