References

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3. Zenger et al, The ideal Praise to Criticism Ratio. Harvard Business Review, 2013

4. West M., Creating a culture of high-quality care in health services, Global Economics and Management Review, 2013

5. Flynn, R, Rudeness at work, British Medical Journal, 2010

Contact details

Contact the survey team on email:
Email: employeesurvey@adhb.govt.nz
Or by phone: Sarah x29813 or Monique x29818

Team discussion and planning guide

Improving our people's experience at work

What to do

1. Access your results from the Manager Dashboard in Qualtrics.

   You will have received an email from Qualtrics with information about your login details. Once logged in, use the 'Qualtrics Guide' for information on how to access the reports.

2. Export the following reports:
   - Highs and Lows
   - Scorecard
   - Emotions at work (see Qualtrics guide for information on how to download this report)

3. Review your results

4. Plan your team discussion(s)
   Depending on the amount of time that you have available to you, you might want to split your 'results exploration' meetings across a number of sessions.
   Use the 'Planning checklist and placement' template to help you.

Resources

Print Resources

These can be found on the Employee survey section of the intranet under Managers Toolkit.

- **Qualtrics guide**
- **Planning check list & placemat** (A3) to help you plan your session(s)
- **Highs and Lows** (A3) to help you to record the team discussions
- **Emotions at work** template (A3) to help you record the discussion(s)
- **Scorecard template** (A3) to help you to record the team discussions

Other resources

- Post it notes

Living our values

When we consistently experience colleagues, managers and leaders behaving and making decisions that are aligned to our values.

Discussion points

- **Which one of our values do we experience most consistently?**

- **Which one of our values are we not experiencing as much as we would like? What behaviours do we experience instead? Is this from other teams or from each other?**

- **Which of our values could we as a team more consistently live up to?**

Our values and behaviours were developed with input from 2,640 patients, whanau and members

Safety & Wellbeing

When people feel safe from poor behaviours, and that their work contributes to their wellbeing.

Discussion points

- **Have members of our team been bullied recently? We don't need to know who it is, but what could we do to help or support them?**

- **Are there behaviours we've seen in our team that we want less of?**

- **How can we support each other when things are really busy?**

- **How can we make it feel safer to 'speak up"?**

A BMJ Article showed rude or bullying behaviours make patient safety errors much more likely to happen.[5]

Highs and Lows Report

- This report looks at the 20 questions included in the section 'Your experience of work'.

- These questions explore the aspects of people's experience at work that drive engagement levels.

- These are things over which you have **some** control.

- Review the questions in each section

Team discussion

For good results—discuss

- What is it about how we work, that makes this a strength for us?
- How can we learn from them? How else could they be useful?

For areas of concern—discuss

- Why might this be happening? What underlying factors cause it?
- What can we do about it as a team? What's in our sphere of influence to change? What is 'up to us'?

Reflect

As a leader

- What could you do differently?
- How can you role model the changes the team need?

Resources and templates to use for this session

- Highs and Lows template
- Post it notes

Scorecard

- The scorecard brings all of your team's results into one place.

- For each of the sections in the survey there is an average score

- Click on the section header to view the results for the individual questions

- Again—review the 20 questions include din the 5 'your experience of work' sections

- These are the things that you have **most** control over.

- Use the cards in this book (from page 6 onwards) to guide your discussions in this area.

Team discussion

For good results—discuss

- What is it about how we work, that makes this a strength for us?
- How can we learn from them? How else could they be useful?

For areas of concern—discuss

- Why might this be happening? What underlying factors cause it?
- What can we do about it as a team? What's in our sphere of influence to change? What is 'up to us'?

Reflect

As a leader

- What could you do differently?
- How can you role model the changes the team need?

Resources and templates to use for this session

- Scorecard template
- Post it notes

Connection and support

When people feel a good sense of teamwork and support in their team, with other teams and from leaders.

Discussion points

- **What does a 'real team' look like? What support do we want from each other?**

- **Do we know what other teams want from us? How could we change how we work with them?**

- **Do we get what we need from other teams? Have we told them what we need from them?**

In an NHS study, a 5% increase in team-working scores in staff surveys correlated with a 3.3% fall in mortality rates[4]

Recognition & Value

When people feel respected for who they are, and that their efforts are noticed and valued.

Discussion points

- **Have we had experiences recently where people weren't respected?**

- **What recognition or appreciation have people received recently?**

- **How do we want to recognise each other's good work or efforts?**

- **What specifically would we like to notice and appreciate in the team?**

The Harvard Business Review says successful teams receive five times as much appreciation as criticism[3]

'Emotions at work' Scorecard

- We are measuring emotions, as an opportunity for improvement.

- It is important not to label teams. E.g "you seem an optimistic / cynical bunch"

- View the scorecard report and click on the section header 'Positive emotions'

- Export this page

- View the 'scorecard' report and click on the section header 'Negative emotions'

- Export this page

Team discussion

Note: only discuss this section when you have completed the Scorecard 'strengths and weaknesses' discussion.

Pick the best performing positive emotion and the worst performing negative emotion. Discuss as a group:

- Why might some of us be feeling this way?
- What can we do to encourage people to feel this (positive emotion) more often?
- What can we do to support people so they feel this (negative emotion) less often?

Resources and templates to use for this session

- Emotions at work template
- Post it notes

Direction & Purpose

When people find meaning in their work, understand what's expected of them, and see that in others too.

Discussion points

- **Are we clear about what's expected of us—individually and as a team?**

- **Do our individual objectives help to meet the team's objective?**

- **How could we be clearer about our expectations of each other?**

- **How can we be more positive about what we are doing?**

Studies have shown that managers can increase engagement by setting challenging SMART goals[1]
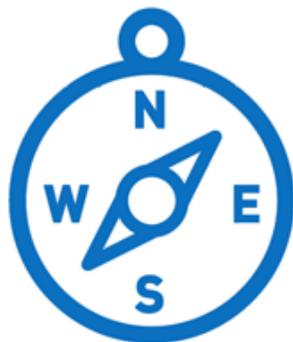
Contribution & Control

When people are able to develop their skills, strengths and ideas and put them to good use.

Discussion points

- **Do we know what each other's strengths are in the team?**

- **Do we know what skills or areas our colleagues want to develop?**

- **How can we help each other to do our best work?**

- **How can we nurture more ideas?**

Gallup research shows people whose managers focus on their strengths are twice as likely to be engaged as people whose managers focus on their weakness[2]