BRIGGS EQUIPMENT

Employee Engagement

Trainer Guide

ZING365
Learning without limits

Materials Required

- Delegate Notes – 1 printed copy per delegate
- Completion Certificates – personalise and print for each delegate
- ‘Commit to Action’ – 1 printed copy per delegate
- Projector/monitor
- Laptop/PC with sound card
- Flip chart paper and markers

Agenda

Session Topic	Time
Introduction and What You Will Learn	5 mins
Identifying areas to focus on	20 mins
Dealing with Feedback	15 mins
How to Communicate with the Team	45 mins
Commit to Action	10 mins
Total Time	**95 mins**

Session One: Introductions and What You Will Learn

(Page 1, Slide 1-2) (5 minutes)

Introductions

Welcome the group, discuss timings, carry out any necessary introductions and discuss topics being covered in this Workshop.

Please Note: This workshop is NOT an explanation of how to use and navigate the Peakon system, and you need to make that clear to your delegates. You may well get some questions about Peakon, you can choose to deal with them at the end of the session or direct delegates towards the Peakon support.

Slide 2 - What you will learn

At the end of this workshop, you will be able to:

- Know how to deal with positive and negative feedback
- Understand the next steps following the Peakon Employee survey
- Know how to develop and implement the next steps following the survey

ACTIVITY
Give participants a moment to write down their own learning objectives for the module on p.1

Explain that the back page can be used to record any notes and action they plan to take as a result of this Workshop.

Session Two: Identifying Areas to Focus On

(Page 2-4, Slide 3-6) (20 minutes)

As you know, the Peakon Employee Survey creates a large amount of data on the feelings and opinions of our team. Our challenge is now to understand the data and to use it to make positive changes in the workplace.

Slide 3

Looking at the information that you get in your own dashboard, it can feel overwhelming and hard to know where to start. At Briggs, we suggest following the steps on slide 3 (***Note:*** *The steps appear as you click through. Use this feature to explain one at a time.)*:

1. Review your dashboard to look at the Engagement score, which relates to the question "How likely is it that you would recommend Briggs Equipment as a place to work?"
2. Look at the score for each driver and identify drivers that score below "True benchmark"
3. Drill down into these to find out which individual questions within this driver are the **lowest scoring**
4. Identify whether you have any influence over these areas – if not then the next step may be communication of that to your team. If you do, the next step is to find out more about what needs to change. An example might be that there have been many comments about the lack of meeting space in your team. There is unlikely to be anything practical you can do about that, other than raise it to the next level of management.
5. Don't forget the good news – carry out the same process for drivers and questions **scoring highly**.
6. Review the high scoring segments to see whether these can be made even more positive?

Rather than use a made-up case study, we are going to run this session using your own dashboards so that you get real practical help and advise on what your next steps are.

But first let's follow the steps above for an example dashboard.

Use **slides 4-6,** showing screen grabs of a dashboard and drilling down into the lower scores to demonstrate the steps:

Slide 4 ("Engagement score") shows the Engagement score, giving a score of 7.9.

Slide 5 ("Identify any low scoring drivers")
While the individual drivers don't directly link to this score, the answers to the questions are likely to explain any low or high Engagement score. So we look at the responses to individual drivers, we can see that not all the drivers are scoring above the benchmark. The one scoring the most below benchmark is "Freedom of opinions" which is 0.8 below benchmark.

Slide 6 ("Identify any low scoring questions")
Drilling down into this score, we can see that there are two questions that go to make up this score. They are "At work my opinion seems to count" and "My co-workers' welcome opinions different to their own".

So, now we would need to consider whether we have influence over these scores. We don't have to come up with a solution yet, just identify the areas of focus. In this instance, you can argue that there is a possibility to have influence in these cases, so it's a valid area of focus.

ACTIVITY – Slide 7 (15 mins)

Now ask participants to review their own dashboard in Peakon and follow the steps on page 2 of their notes and document this on page 4:

- Identify the drivers they are scoring less well on ("lowest scoring drivers" in the table on page 4)
- Drill down into these and uncover the specific questions leading to these results
- Consider these areas to establish if they have any influence over them. If they do not, then there is probably little they can do. If they do have influence, then this should become an area of focus
- Complete the above steps for the highest scoring drivers in the second table

When participants have developed a list of areas to focus on, you can ask them to share these. They may not want to share them all as some might feel it is personal data that might reflect on their performance as a manager.

Session Three: Dealing with Feedback

(Page 5-7, Slide 8-9) (15 minutes)

"The information included in the Peakon tool is a great source of feedback on your performance as a manager, but it can be easy to fall into the trap of feeling defensive about negative feedback and ignoring positive feedback. In this session we will be looking at how to deal with feedback, both positive and negative."

ACTIVITY – Slide 8 (5 mins)

Ask participants to come up with words describing how they feel when they have received feedback. Use a flipchart to document their responses, **splitting the paper into positive and negative words**. Generally, you will find that the negative words outnumber the positive hugely.

It is human nature to find it difficult to receive feedback and very easy to only focus on the negative feedback. Studies have shown that when we receive negative feedback, rather than react with anger, we tend to react with shock and are unable to respond effectively. This is in part due to the fact that it feels traumatic because negative feedback threatens two of our psychological needs – **safety** and **self-worth**.

Safety is rarely a real threat to our physical safety but more about our defensive or argumentative response that puts us at more risk.

Self-worth is to do with the feeling inside many of us that we are not good enough at our job, and that negative feedback risks making that obvious.

To overcome this obstacle, we need to get better at finding the reality in negative feedback.

Show slide 9 ("Dealing with negative feedback") and use the notes below to go through each of the points. *Note: Each point appears on the slide as you click through. Use this feature to explain one at a time.*

Top tips on how to receive feedback:

- **Give yourself time** to consider feedback before responding. It can be easy to fall into the trap of appearing defensive or explaining away the criticism.
- If you disagree, are upset, or angry, give yourself time to calm down before responding. And, when you do, carefully choose your words; they matter. **Take it for what it is**; that is, feedback you can use to improve your performance. Think on how you can improve the behaviour, attitude, or situation. Learn from it.
- **Develop a growth mindset**, meaning you are looking at where you can change and grow rather than remain the same.
- Admit to and **embrace failure**. We all make mistakes; the key is not to continue making the same mistake over and over again. You need feedback in order to avoid this.
- **Ask questions.** Clarify doubts by asking questions. Be certain to ask questions that help you to understand the feedback. Ask for examples that support the feedback.
- **Show appreciation**. Express your appreciation regardless of the type of feedback you receive. You can expect that at several times during employment, you will receive both positive and negative feedback. Saying thank you means that you acknowledge the effort that was taken to evaluate you and to provide feedback.
- **Make a decision**. Reflect on the feedback and decide your next steps, how are going to use the feedback to further your development and/or better your job.

ACTIVITY – Slide 10, Page 7 (5 mins)

Ask participants to use page 6 of their delegate notes to review the areas of focus they identified earlier in the session, and to consider how they feel when reading through the list. If there is defensiveness or anger, ask them to try and use the steps we have discussed to get the best out of this feedback. This is a personal exercise so no sharing is necessary but ask if anyone would feel comfortable sharing their feelings.

Session Four: How to Communicate with the Team

(Page 8-9, Slide 11-13) (45 minutes)

Now we have looked at how to deal with the feedback you have received as a manager, let's move on to the next steps. **DO NOT SHOW SLIDE 12 BEFORE THIS ACTIVITY.**

ACTIVITY - Slide 11 (15 mins)
So, imagine you have received the feedback for your team on Peakon. In small groups or pairs, spend 5 minutes just discussing the possible actions you might take. This is not necessarily considering actions specific to your team but more on an overall basis, what will you do with the information you have received?

When groups have had a chance to discuss, ask each team to feedback what their possible actions could be. Encourage them to stay away from specifics and more into general actions.

Then show **slide 12** ("Next steps) which gives some possible ideas of next steps. If any participants have already been through this process, encourage them to share what they have actually done. **Each step is detailed below.**

Note that a copy of the information below is on page 9 of the Delegate Notes.

Present results to team

It is important to share the results from Peakon with your team. Spend some time reviewing the information you have to see what trends there are so that you can pull out the key messages. Put yourself into your team's shoes – what are they interested to find out about?

Run discussions on what to do next

Remember it is not solely up to you to develop an action plan – your team probably have some good ideas about what may need to change. This is a great opportunity to get them involved and bought into pans for the future.

A great technique is the **Stop, Start, Continue technique**. It is very simple to run, simply as your team to get together as a group and brainstorm what the team should start doing, what they could stop doing, and what they should continue doing. It can be useful to run this with three flip charts (one for Stop, one for Start and one for Continue) and a set of post it notes. Each person writes each action on a post-it note and puts it on the appropriate flip chart. In that way you can easily see if an idea is just one person's or has been suggested by many people.

Celebrate what is going well

When looking at the results, it is easy to get overly focused on the improvements needed. Don't forget to celebrate what is going well. Look at the "continues" if you carried out a Stop, Start, Continue exercise to find out what your team think is already being done well. Celebration of success doesn't need to be monetary, it should simply be saying "well done" or an early finish one day, or cakes at break time! Anything that makes the team feel that you are valuing their successes.

Include actions as objectives for team on "Perform"

As a result of the discussions, there are likely to be actions for some individuals. Remember to include these in the Perform tool.

Help team feel listened to

Remember that a key objective of the Peakon Survey is for employees to feel listened to. You want your team to feel that this is a "real" exercise that will result in concrete changes for the better, and that it is worth their while speaking up about how they feel.

ACTIVITY – Slide 13, Page 8 (30 mins)

Explain to the participants that they will now have the opportunity to develop an action plan for their own set of Peakon results, using the steps on slide 12. So they need to consider what might need celebrating, how they would communicate the results with the team, where they might want to run a session to find out more information etc. They have 15 minutes to consider and document their plan on page 8 of the delegate notes.

Check with the participants that they are happy to share their plan – they may have comments in their feedback that they might feel reflects badly on them, so do not pressure them to share everything. However, emphasise that they are likely to get ideas from other participants on how to deal with certain circumstances.

When feeding back, encourage groups to be practical and make sure their suggestions are realistic in the Briggs environment, rather than just a theoretical answer.

Session Five: Commit to Action

(Page 10, Slide 14) (10 minutes)

Use the last ten minutes for a review and to answer any questions the group may have.

- Hand out 'Commit to Action' sheets and ask each person to complete and hand back to you. Explain that these will be passed to the relevant line manager for follow up in a few days.

- Hand out personalised Completion Certificates that should be retained by the delegates for CPD purposes.

- Remind and encourage them to create the Personal Action Plan on page x following this workshop.

- Thank the group for their time.