Effectory

Checklist

Successfully gather feedback from your employees

Listen. Learn. Lead.

Colophon

Effectory
Singel 126-130
1015 AE Amsterdam

PO Box 20620
1001 NP Amsterdam
t +31 20 30 50 100
w www.effectory.com
e inquiries@effectory.com

Authors:
Guido Heezen
Suzanne Mancini

Image:
Effectory
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Design:
Maaike Ankum
Niels Visser

Foreword

You want to get feedback from your employees - great! You don't have to look very far to find out how you can improve your organization. Ask your own team or the people in your organization. Your employees know best what is going well, where there is room for improvement, what can be done more efficiently, and how your organization can be more customer oriented and fun. Their feedback can help your organization be successful and flexible in a world where technological and social developments are constantly changing.

Think about what you want to ask your employees. Do you want to know why they decided to work for you? How they feel about the work atmosphere and team dynamics, the organizational culture, or their own responsibilities? Do you want to figure out how they think you can serve clients more efficiently? Or how they view their managers or an internal restructuring process? Or even why they decided to leave?

Once you have established this, you will need to determine whether you require feedback from all employees or specific groups (new employees, managers, a certain region or a team of specialists). How often would you like to collect feedback? Do you want to engage in a conversation or distribute an online survey? These are all important questions to ask when it designing a professional feedback process.

The checklist Successfully gather feedback from your employees can help you gather ideas for improvement in an orderly fashion. Keep in mind there is no one-size-fits-all procedure. This checklist is designed to help you identify what kind of information is useful for your organization. We then offer tips on how you can best make use of the information.

You will receive guidance on how to carry out a successful feedback process that leads to sustainable improvement within your organization – we think that can be quite beneficial! Read on about the key ingredients for success, what pitfalls to avoid, and how to make a conscious decision about what you can handle internally and what you want to outsource.

Good luck and have fun!

Arne Barends and Guido Heezen, Founders of Effectory

P.s. Of course, we do our best to continuously improve this checklist and keep it up to date. If you think something is missing, are concerned about something you have read, or have a suggestion for us, let us know via inquiries@effectory.com. Thank you for your support!

contents

1 Preparing for the feedback process

Successfully compiling feedback requires preparation and a strategy. First of all, it's important to determine what you would like to obtain feedback about and how it relates to your organization's business goals. Then the practical interpretation starts.

Which method is best suited to your organization or team? What is the best timing? Do you want to collect feedback in a centralized or decentralized manner? This chapter helps you make the right decisions for your organization with regards to establishing the foundation of the feedback process.

What would you like to request feedback about?
Each of your employees travels through your organization in a specific way; this is often referred to as the 'employee journey'. An employee joins, grows and develops, with others and will, through the course of time, eventually leave the organization. Throughout this process, you can request feedback at different stages. At which moments would you like to gather feedback and how do you want to approach this process?

De employee journey
By mapping out the employee journey, you are providing insights into the moments that are most important for employees in your organization. The employee journey may differ across industries and sectors. However, there are three stages that can be distinguished in the journey and that are consistent across organizations:

- → **Onboarding:** The integration process of a new employee in an organization: from the job application (pre-boarding) to the first few months in service. Why has he/she chosen to work for your organization? Are their expectations being met? And what exactly is being done to integrate the new employee into the organization as fast as possible?
- → **Progress and advancement:** The course of an employees' career within an organization. How do they experience their work, the working environment, team dynamics, communication, and development possibilities? Do they have suggestions for improvement? How do they deal with changes and challenges within a team and/or the organization?
- → **Exiting:** The departure of an employee to another organization or in the case of retirement. It's useful to understand why he/she is leaving the organization. Is it a negative or positive development? Did it happen too fast or was it understandable after the number of years he/she was in service? Are there any improvements the organization can make to this process?

How can you get insights into the employee journey?

Organizations can benefit from having insights into the employee journey in various ways:

- New employees are integrated better and faster
- Your organization becomes more appealing for talent
- You sustainably improve your organization with the help of your employees
- Everyone feels like they are listened to and taken seriously
- Good ideas from within have a positive impact on the whole organization
- Your organization becomes more versatile and able to innovate faster

In other words: You give your employees a voice, and the opportunity to tell you what's going well and what can be improved. This is valuable not only to your organization but also to let your employees know that their opinion really counts! Determine at which points along the employee journey you want to gather feedback and exactly what you want to know from your employees. After that, you can have a look at the practical execution of the process.

Method

Which method is most suitable for your organization or team? This is also an important decision to make during the preparation phase. You need to ask yourself whether you are going to handle the process and the follow-up yourself or whether you are going to hire an external agency. There are different methods of compiling feedback. We can distinguish these as follows:

Quantitative feedback: a survey (online or written)

- Qualitative feedback: by means of in-depth interviews or discussion panels
- A combination of quantitative and qualitative feedback

A survey is the best choice when you want to question large groups of employees and need clear insights, facts and figures to work with. An interview or discussion is the most logical choice if you are trying to determine the how and why of a situation. The options are endless!

Survey

If you go for a quantitative survey, you have a choice between an online or written survey. A combination of the two is also possible. Choose the method that

is most suitable to your situation and make it simple and easy for employees to complete the survey. Also, consider the options to customize the questions so that they meet your specific needs.

A good survey leads to a high response rate. If you suspect that there will be a low response rate, then we recommend designating a time during which the survey can be completed as a group. Be sure to have external support during a group session to ensure that colleagues can ask questions if necessary. This also prevents surveys from being completed in consultation with others. It's not about uncovering group opinion but about discovering individual ideas. Intuitive surveys and gamification (a survey in the form of a game) can also help to increase the response rate. There are numerous ways to do this online.

Aim for as high a response rate as possible, but be realistic. It doesn't happen often that people achieve a 100% response rate. A good setup, efficient communication and survey execution are essential to achieving a high response rate.

"Open communication was lacking within our team. There was a lot of talking over each other as opposed to with each other. Under the guidance of a professional during a group discussion, we worked hard to restore mutual trust. We set up joint codes of conduct and practiced them. It was an intense process, but it eventually benefitted our team so much – and therefore the organization as a whole – that the investment more than paid off."

Interview or discussion panel
If you choose a qualitative method, you can conduct interviews or put together a panel of employees that will engage in guided conversations. It's important that you give the floor to a representative group. Using an entire team can give you localized feed-back but also a cross section of the organization, if you are looking for central feedback. Also, try to keep facilitation tight as it would be a shame to lose focus and end up with non-valid feedback.

Timing
The rate at which organizations change continues to increase as a result of rapid political, technological and market developments. How often do you need feedback from your employees?

An organization-wide employee survey is often con-ducted on an annual or bi-annual. You can gather a lot of valuable information this way, but if your organization is experiencing constant changes, this may not be frequent enough. In addition to conducting organization-wide employee surveys, an increasing number of organizations are asking their employees' opinion about certain topics on a more regular basis.

When determining the frequency that is right for you consider the amount of time you need to respond effectively to topics that are relevant to you. That said, make sure you don't overdo it. Too much research can lead to 'survey fatigue', which is not beneficial to your organization. Ask questions about topics that really matter.

Centralised or decentralised

You can gather feedback on a number of different levels. Centralized feedback, or feedback at a fixed moment in time, is a common variant. If there is a specific topic you wish to investigate or if you want to test a possible change, you can use decentralized feedback (by region or functional group). You may also decide to solicit feedback from all new employees in your organization or all departing employees. It's important that you work in a focused manner. Don't ask employees to respond to topics that they might not have much to say about. Relevance is key to the quality of your feedback – and it increases the response rate

The right questions

How you formulate questions determines the quality of feedback you will get. It's important to consider the impact of a positive, neutral or negative formulation. As much as possible, try to avoid combining various types of questions. Formulate questions in a way that avoids soliciting any socially acceptable answers.

All professional agencies have flexible pre-defined sets of questions that you can use to carry out a conversation appropriately or include in a survey to understand the most important themes or topics. Pay special attention to the relevance of your questions. You want to discover what is actually going on and then address appropriate issues accordingly.

"As a supervisor, I present my team with the many challenges that I am dealing with, even when they involve matters that go beyond the team's responsibilities. I have noticed that they appreciate brainstorming with me and often come up with good suggestions, often solutions that I had not considered."

2 Tips for feedback via surveys

Are you going to gather feedback with an online survey or a written survey? In this chapter, you will find the most important tips to ensure a smooth survey process. We cover many of the practical issues that you will have to consider including anonymity, the best type of answer scale, validity, room for open questions, an attractive design, and the choice of one or more languages.

Confidentiality

In addition to a high response rate, you also want to ensure a reliable response rate. You want everyone to feel comfortable with providing honest feedback. This is a sensitive issue, but it is extremely important for obtaining valid and useful insight from your survey. Go out of your way to ensure the confidentiality of your employees. Let them know that this is a priority to you. Only then will they disclose how they really feel.

Important conditions regarding confidentiality include:

- Ensure that everyone can complete the survey in privacy.
- Ensure that the answers are entered and stored in a protected (preferably external) server compliant with GDPR requirements.
- Be cautious with questions that concern personal characteristics. Limit questions regarding gender, level of education, number of years in service, and so forth. A professional agency may offer this insight while at the same time guaranteeing anonymity. When you conduct the survey yourself, it's a complex exercise and you will need to tread carefully.
- Convert handwritten answers to standard (computer) fonts.
- Report the results at group level as much as possible. Ensure that no links can be made that can put anonymity at risk. For example, don't report the results of women in a specific region who are under the age of 30. This is too specific.
- Make sure that employees are not able to complete the survey more than once. Use a unique login code that can be used only once.

Do not split the results into groups of less than six people. In most cases, this will be possible. However, in some situations, it is more desirable to report the results from smaller groups. In such a case, communicate this to the relevant group ahead of time and take into account possible distortion of the results.

"When employees leave our organization, we schedule an exit interview. One recurring question is, 'What can we, as an organization, improve for the sake of your successor?' The answer to this question often hits the nail on the head. We don't pose this question anonymously on purpose because we need to know the exact angle the feedback is coming from."

Exceptions
Confidentiality tends to be less important in certain types of surveys. For example, when it involves exit surveys or inventory before an assessment interview. It's important to estimate the desired extent of anonymity in each situation and act accordingly.

Answer scale
If you are using a quantitative survey, there a number of different answer options:

- You can ask employees to rate each statement with a number from 1 to 10.
- You can decide to use the 4-point scale, whereby employees are required to choose an answer.
- You can select the 5-point scale, giving employees the opportunity to provide a neutral answer.

Professional agencies are increasingly using fun online variations of the 5-point scale. You could, for example, move a button, select an icon of your choice, or change a smiley face. This makes giving feedback easier and increases the response rate.

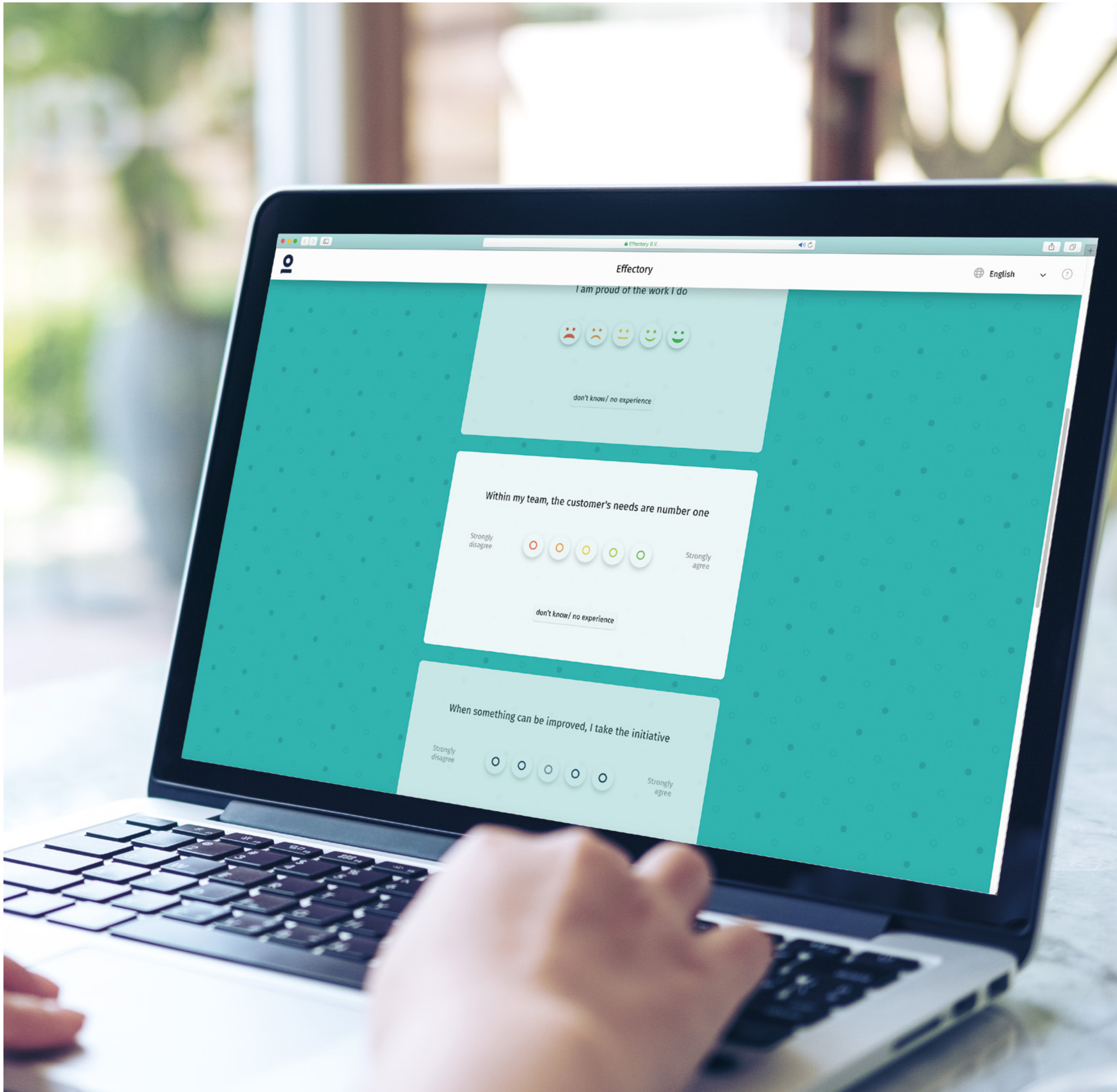
Validity
It's important that you pose validated questions. In other words, are you asking a question that provides relevant insight into the issue that you are measuring? Are the questions well formulated or is there a chance that they might be poorly interpreted? Are they being answered in a socially, acceptable manner?

Since it can be complicated to determine validity, many organizations find it more efficient to use an existing, tried and tested set of questions. That way you can be sure that you are asking the right questions.

Open questions
There are always those employees who want to provide feedback beyond the scope of the questions. You can consider including open questions to give your employees the opportunity to do so. This additional feedback could be of great informational value to you. But make sure you limit the number of open questions. It's usually sufficient to have just one open question at the end.

Appealing design
When looking at the survey, employees should feel inspired to provide feedback. Make sure that the design is appealing, preferably aligned with your corporate identity. By doing this, you make the survey recognizable and trustworthy, which could result in an increased response rate. There are various options online to make surveys fun, functional and interactive.

Feedback in multiple languages
Select a survey in your organization's language. It's recommended that the survey be written in the working language that is normally spoken in your organization. If your people don't understand English well, the answers from an English survey may be unreliable. In multilingual organizations, make sure employees are able to select their preferred language at the beginning of the survey.



3 Tips for feedback via a qualitative interview or discussion

Are you going to collect feedback via an interview, one-on-one conversation or a discussion panel? In this chapter, we reveal the most important tips for a successful approach to the number of respondents, structuring the conversation and drawing the right conclusions.

Number of respondents

How many employees do you need to be able to gather representative feedback in a qualitative survey? A common myth is that you need more than 300 people for reliable results. Qualitative research methods are less dependent on large sample sizes than quantitative methods.

Sample tests of 12, 15 or 20 respondents are common in qualitative research. Larger sample testing is the exception. From experience, we know that after 4 to 8 interviews you will have collected 80% of the insight you need. Thereafter, you can reach saturation point and repetition. Professional agencies usually apply a broader margin, questioning a minimum of 12 employees per topic or case.

Desk research

Before you select a qualitative research method, we recommend that you familiarize yourself with the pros and cons of this method and determine if it is suited to your goals. If you wish to conduct an in-depth interview about the culture inside your organization, for example, we recommend spending some time researching the term 'organizational culture'. How is it described in the literature? What values, key issues or characteristics can you identify and discuss? Analyze studies that are related to your topic. In other words, 'research what you want to research'

Conversational structure

Structured interviews make use of pre-determined sets of questions, while unstructured interviews are autonomous conversations whereby the interviewer may ask follow-on questions and explore a number of different topics. It may be useful to use a semi-structured survey to effectively collect the feedback you want.

Approach this flexibly. Use the list as a starting point and as a tool for structuring the conversation and ensuring that you don't forget any topics. That said, during the survey, keep an open mind about anything new and unexpected that might come up in the feedback. Often stories come up that at first glance don't seem to be relevant but eventually prove to be quite valuable.

Interviewing
During an interview or discussion, it's important to show your appreciation and understanding, so that the employee will feel comfortable and be willing to keep talking. Body language, for example, is very important. Show that you want to hear what your employee has to say. Usually people want to share things but they have to sense that you are interested in their experiences. Look at the person (instead of looking at your piece of paper to write things down) or nodding yes or shaking your head no when he or she is busy talking. With the help of body language and your manner of speaking, you can ensure that employees feel comfortable and are more open during the course of the interview or discussion.

Drawing conclusions
It can be quite useful at the end of an interview to briefly summarize the answers to the questions. By doing so, you give the employee the opportunity to say whether or not you adequately understood their responses and provide further information if necessary. You can feel confident that you have collected the right feedback. Use clear, understandable language when formulating your conclusions and add some personality to your summary by using quotations.

"Every year I have a 'role clarity' conversation with each employee. I approach this in a very open manner and ask for their perspective. Once each person's role and their associated set of responsibilities are clear once again, we briefly share this with each other and fill in any possible 'gaps' that may exist. This ensures clarity for everyone and also makes it much easier to talk to each other and help each other."

4 Launching the feedback process

Review the preparation thus far and check whether your goals are aligned with your organizational goals and that your strategy is clearly defined. Then it's time for the next step: kicking off the feedback process!

Communication

Your employees need to know exactly why you are introducing a feedback process and the benefits with regards to participation (the 'what's in it for me?'). You need to promote the survey from the outset of the process. Let everyone know what they can expect

Starting point

- What is it you would like to communicate
- To whom
- In what manner
- When (before the start, when starting, during, after, between the quantitative or qualitative measurements)

The more extensively you communicate, the better it's. You will see an increase in the response rate. And always make sure you thank your employees for their cooperation – appreciation goes a long way!

Communicate clearly about:

- The objective of the process
- The planning and stages of the process
- Confidentiality and anonimity
- GDPR compliance
- Deadline for completing the survey or the scheduling of an interview or discussion
- The possibility to ask questions about the process
- The way you will share the results

Means of communication

There are a number of ways in which to inform your employees about the process. Some of the options include:

- Email
- Intranet blog
- Introductory film
- Whatsapp message
- Pop-up on-screen
- Postcard
- Letter or flyer
- Article in staff magazine
- Posters
- Work meeting

Maybe you have more fun ideas on how you can promote the process in a creative way. Feel free to get started and choose something that's suitable for your organization.

Communication after the feedback process
Share the first results and the steps that are being taken to determine improvement plans. Include a schedule if you can. That way, the expectations regarding the period of time following the survey become clearer, which can have an immediate positive effect on the participation in a subsequent process.

Invitation
If you outsource the survey process to a professional agency, you are no longer responsible for inviting employees to respond to your survey. Everyone will receive a digital or written invitation to participate. Often a direct link to the survey or a link to the time and place of the conversation/discussion/interview is included.

Make sure you have a well-functioning system if you send out invitations yourself and make use of an online survey. Be sure to test the email with the link to the survey. Think about the possibility of interrupting the completion of the survey and resuming it at a later stage (enable automatic result saving and resume mode).

5 During and after the process

Your feedback process is running, the first response are coming in and interviews are being conducted. How much time should you be putting aside for this? And what is going to be the best way for you to process the information that you receive? In this chapter we will discuss everything you need to know about successful execution.

Response time
For quantitative survey response times, the 80-20 rule applies; the most responses to your survey will arrive within the first few days. After that, there will probably be less and less each day. The response time may vary from survey to survey, but the average is two to three weeks. Should the response rate be disappointing, you can always send a reminder and extend the response time by a few days or a week. For online surveys, you can keep to a somewhat shorter response time; sometimes just a few days is all you need.

It's important to track the response rate on a daily basis and to communicate it. The survey goes by so quickly and each day counts during the assessment period. By tracking the response rate daily, you can adjust the time if necessary. There are different methods available for tracking the response rate depending on the individual survey. The most well-known are real-time via Internet or via a self-made (digital) file.

For a qualitative survey, it's useful to set aside approximately two to three weeks for conducting all the interviews or discussion panels and to conduct them in a clustered manner. That way the information derived from the conversations is still fresh and you can process them immediately. If you wait any longer, or the survey period is spread out over a longer period of time, it will have an effect (usually negative) on the quality of the conclusions.

Information processing
For a qualitative survey you can, once the research method has been completed, formulate conclusions yourself based on the information you have gathered and process this in a report (see Chapter 6 'Feedback analysis'). For quantitative research, there's an additional step: Processing of the survey. Let's take a closer look.

"I find it exciting to answer open questions. Am I still anonymous? How does this show up in the results? Giving your opinion in your own words can be very satisfying and feels entirely different from answering multiple choice questions. Fortunately, the way the questions were going to be processed was explained to us in advance."

How do you get the completed survey back?
Make it as easy as possible for employees to return the survey. Digital surveys are returned automatically. After clicking on 'send', completed surveys are immediately entered into a protected server. You can send a written survey back to a free post address. Make sure that you include a return envelope in the employees' survey package.

How do you draw up surveys for specific teams?
The larger and more international your organization is, the more important it's to draw up specific surveys for different countries, business units and teams. For instance, a survey in English can be easily distinguished from a survey in Dutch, but it may considerably more difficult to distinguish between surveys from different teams. For this reason, it's useful to include a clear code along with the survey for each survey group, for example, per team.

How do you process the surveys that have been submitted?

Manually processing information can be quite time consuming, depending on the size of your organization. It's also very detailed work. If you use an online survey, you can save a lot of time, provided that you set up a good system in advance. You can have written surveys automatically entered by a specialized agency (that will carry out what is known as optical character reading). Do take into account, however, that the layout of the survey would have to be adjusted in advance for this to work.

How do you process open questions?
Answers that employees provide to open questions are an important additional source of information. It is important that you convert written answers into standard fonts (for the sake of anonymity). We also suggest going through the comments and processing them (if your survey is anonymous). For processing, you may need to remove all individually directed comments, for example. These types of adjustments will ensure that you bring the feedback to a higher level and that your feedback process is more professional.

6 Feedback Analysis

Based on the feedback received, you want to get started in a very focused manner. Here it's important to prepare a structured, clear report first. What can you be proud of? In which areas is additional improvement possible? Ideally, you will compare quantitative feedback with other teams/organizations/branches/countries. It's also of value to include a list of priorities in your report. What should be addressed first?

Reporting

What should you communicate in the report? Just about everything. Why was the feedback process initiated? What was the response rate or how many employees did you speak to? And, of course, what is the most important feedback that you received? Keep it as brief as possible without leaving anything out. Thick, written books don't motivate people to take action. Quantitative scores can be processed by means of statistical analyses. Answers to open questions are important for getting insight into the motivations behind your employees' actions.

How should you report your results?

It can be most useful to report the feedback graphically, for example, by means of diagrams, icons and tables. By doing so, one can see at a glance where you stand. Use colors to provide as much information as possible about high scores and where there is room for improvement.

Pages and pages of text don't motivate reading or lead to action. Try to store the answers to open questions in a limited number of categories. When you present the results to a group of employees, try to appeal to people's interests. Visualize the results. Don't just limit your results to text but also use images. A picture is worth a thousand words, they say.

"We started discussions about concerns around compensation based on our survey. Subsequently, we have given our employees the opportunity to find out for themselves the extent to which their salary was market-related and discover the average growth in the industry. This was an eye-opener for employees. Ultimately, we found that in 90% of cases the salaries and the growth were market-competitive, but that employees felt left out when it came to appreciation and recognition in other areas

Priorities

What do your employees think is the most important point of improvement? A statistical program helps you set priorities when it comes to the feedback. You can use it to determine the influence of each factor as experienced by your employees. This way, you then get a clear list of priorities, which include the most important aspects that have an influence on a positive work experience. This is absolutely critical because you want to take points of action that are really going to be noticed by your employees. Simply addressing the lowest scores does not mean that you ultimately create the greatest possible effect.

Benchmark

It's also essential that you compare your feedback with other teams, organizations, sectors or countries. This is the only way to find out how good the ideas actually are. Do you have good benchmark data? A lot of money, energy, and time is wasted by drawing hurried, incomplete conclusions. If you compare your feedback process with taking an X-ray, investing in an ultra-high-resolution image pays off. You need to be able to see what is really going on, and be sure you don't start with the wrong treatment.

Growing learning ability

Compare your feedback with that of previous processes in order to find trends. You will be able to find out to what extent improvement initiatives have in fact been successful, and whether your organization's ability to learn is growing. Communicate this as clearly as possible to your employees so that they can see that their feedback is actually being used. Employees will be motivated if they see that their ideas are leading to sustainable improvements. It will make them even more keen to participate in the subsequent feedback process!

7 Taking action!

A feedback process is effective only if something happens with the ideas obtained. How do you ensure that improvement is actually going to happen? This is when you really have to get to work. Together with your employees, you will think about what actions you are going to take. Keep a close eye on whether or not the action points you have set up are actually carried out. In your next feedback process, you can then verify whether or not the insights have actually led to sustainable improvements.

Sharing ideas

Plan the first reporting immediately after you have finished analyzing the feedback. Briefly discuss the ideas you have obtained with your employees. The feedback is full of great input for engaging in conversations and taking action together. Which ideas for improvement have been signaled? How can you apply them? It's important to openly discuss issues that may be impossible or difficult to improve. Based on your list of priorities, you can then decide whether something is worth spending energy on or if it may be more valuable to focus on other issues that you can directly influence.

Actions for improvement

Focused, recognizable actions for improvement can increase the enthusiasm of your employees.

What are your strengths and how can you improve even more in this area? Focused interventions are more cost effective and easier to implement than large-scale, organization-wide improvement programs. And they can have a huge impact!

Monitoring

Once you have selected actions for improvement, it's important to follow the progress:

- Think about who is responsible for monitoring each point of action.
- Make sure that the points of action are included in your annual budget. This ensures that the feedback does not just remain a mere objective alone but that these ideas are integrated into your way of working.
- Provide regular updates regarding the progress of your actions towards improvement. This motivates and helps everyone to remain sharp and alert.

Frequency

Did the steps lead to positive results? The subsequent feedback process is the ideal time to determine that.

You will then come to realize just how valuable your investments and efforts have been. If you need implement another feedback process in the future, you will be able to make a decision about it together. Employee surveys are often limited to once every one or two years. The employees' opinions are of course valuable throughout the entire year, especially when faced with constant changes. Customization is important here; the frequency of your feedback must suit your organization or team.

By using feedback as a sustainable instrument, you increase the probability of consistently improving yourselves and anticipating things that can be improved. This keeps your organization versatile, flexible and adaptable to change.

8 Checklist

Checklist for a successful feedback process

Preparation

- You are clear about the feedback you want your employees to provide you with and at which stage during the employee journey you will gather this feedback.
- You can (if applicable) also guarantee the anonymity of the employees, ensuring they provide honest responses.
- The internal communication about the feedback process is well taken care of, so that you create maximum support and create a high level of willingness to get started on the feedback as soon as possible.
- Your employees are fully aware of why you are conducting the feedback process and how it would benefit them, if they are willing to share their ideas.
- You apply a method which suits your organization so that you can count on a high level of participation or response rate.
- You use validated sets of questions to ensure that you measure what you want to measure.

Implementation

You keep an eye on the response rate during a quantitative survey and continue to motivate your employees to achieve the highest possible response rate.
You have thought about the best way to process the feedback that you have received from the conversations or surveys.

Analysis

- You can determine which issues have the highest priority and which improvements will have the greatest effect.
- You have good and reliable benchmark data to compare your feedback with.
- Whenever possible, you link your employees' feedback to other parameters, such as absentee figures, customer satisfaction and other key data, so that the survey provides you with even more informational value.

Taking action!

- You discuss the feedback with your employees, celebrate the successes, and come up with steps towards improvement together.

- You ensure that there is a real effort to strive for improvement by agreeing on who is responsible for each step.
- You communicate regularly about the progress of improvements.
- You repeat the feedback process periodically, at a frequency that suits your organization or team, so that you stay on top of what's happening and can see whether improvements have a sustainable effect.

Do-it-yourself or outsource?
Are you able to successfully conduct a feedback process yourself? Or would you rather let someone else do it for you? If you decide to outsource the work to a professional agency, all you will need to do is make decisions. The rest is taken care of by someone else. Saving time may be an important factor when deciding whether or not
to outsource your feedback process. The following advantages of outsourcing are also important to consider:

- You can use validated sets of questions. The drawing up of a survey or conversation manual is complex. Good question sets measure what you want to measure. They are drawn up in such a way that the questions anticipate the tendency of respondents to merely provide socially, acceptable answers.
- If applicable, you can also guarantee anonymity. The survey will then evoke more trust among employees.
- You can achieve the highest possible rate of response or participation throughout the process.
- You are certain of professional and reliable analyses so that those issues that truly matter come to light.
- Your feedback is compared to suitable, relevant benchmark data.
- Good agencies also have specialized trainers to your disposal, who have considerable experience in releasing energy and action in organizations. They can help you to achieve sustainable improvements.

9 About Effectory

Effectory wants to make the working world a better place. We believe that employees are the backbone of every organization. They are the ones who experience first-hand what's working within the organization and how things can be done in a better, smarter, and in a more fun way. We help organizations to gather and use their employees' feedback and ideas. Our goal is to enhance the work experience for employees while ensuring sustainable success for their employers.

Gathering feedback is a delicate and meticulous skill that Effectory has excelled in for the past 20 years. We have been doing do this with the utmost conviction using **smart, innovative feedback instruments.**

We collect feedback at any desired moment during the entire **employee journey.** Here's a selection of what we offer:

Onboarding and exit surveys
Collect feedback from new and departing employees for focused improvements and to prevent unnecessary departure.

Employee survey
Discovers precisely what is happening within the entire organisation by means of an in-depth, customised survey.

Pulse survey
Closely monitors, on a continual basis, how employees experience their work by means of short, flexible surveys.

Collaboration Surveys
Discover your employees' opinion about internal departments and the cooperation between teams to achieve focused improvements.

Theme survey
Use a short, focused survey to zoom in on specific topics such as workload, leadership or sustainable employability and get started on focused improvements.

Team survey
Strengthen the performance, cooperation and dynamics within teams by facilitating dialogue about it.

We would love to see you back in Amsterdam.

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we work with organizations that share the ambition to transform from within.
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