# Talkback 2021: Moving from insight to action

**Manager Support Guide**

Talkback

CO-OP

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## How to...

# Background and context:

Talkback is our annual survey that gives all colleagues an opportunity to tell us what it's like working here at Co-op. It covers important topics like leadership, wellbeing, working environment and our vision.

We want to make Co-op the best place to work, and open and honest feedback from colleagues to help us understand their experiences is key to us getting this right and enabling us to create the right environment for all colleagues to contribute to our success, and to improve as leaders.



**Using feedback to drive improvements**

Each year the Talkback team spend time sharing the results with Steve and the rest of the Exec team, to make sure colleague feedback is at the heart of our plans. We also provide detailed reports on important topics like Diversity and Wellbeing so specialist teams can build it into their activities. We can only focus our plans in the right areas if we understand what we are doing well and what we can do better.

2021 has brought a lot of challenges as the pandemic continues, and in response we've maintained a focus on colleague wellbeing, and given colleagues the opportunity to provide even more feedback on the environment they work in at Co-op, including hybrid working where applicable, to provide us with actionable information we can use to better support colleagues.

The most important thing is that we listen and respond to what we're hearing from our people, all leaders have a role to play in this. This guide has been designed to help you have greater impact on engagement in your team by supporting you in having positive conversations and driving change following this year's Talkback survey.
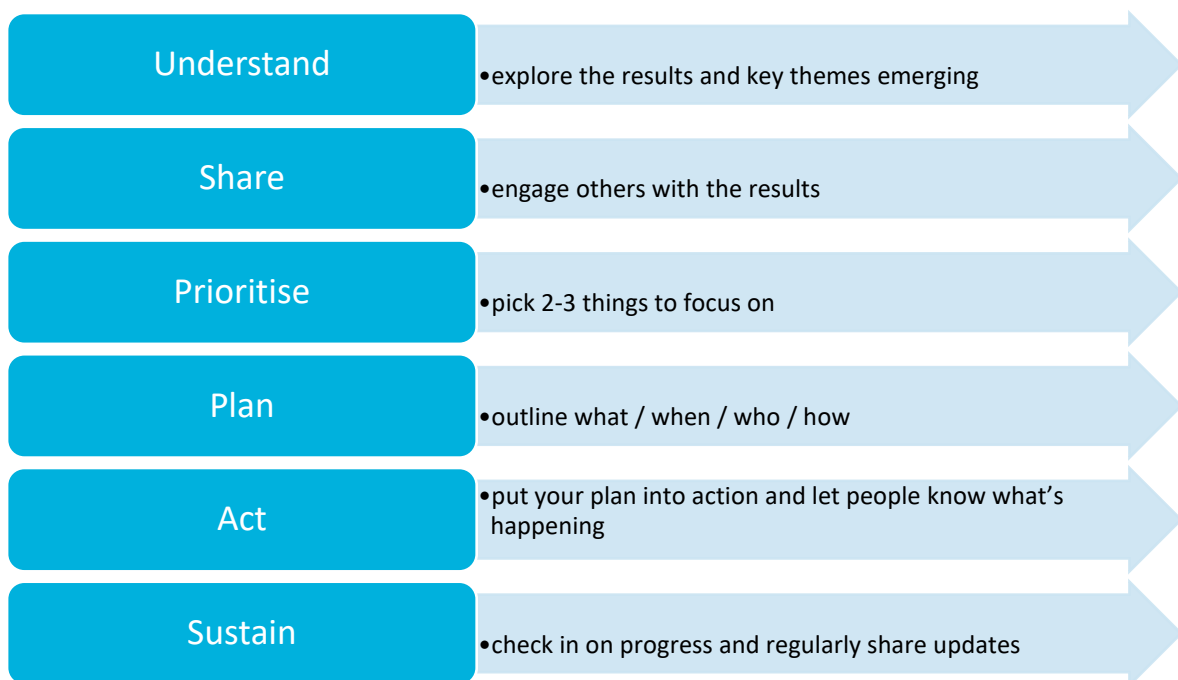
# Getting ready to take action:

The report is designed in a workbook style to guide you through the insight and offer questions and prompts to help you understand colleagues' experiences of working in your team. The insight will help you to focus on the positives and the areas to celebrate and reinforce with your team, and also any areas to work on to improve the experience your team have at work every day.

There are a few simple steps you can take to maximise the value of Talkback:

| Understand | •explore the results and key themes emerging |
| --- | --- |
| Share | •engage others with the results |
| Prioritise | •pick 2-3 things to focus on |
| Plan | •outline what / when / who / how |
| Act | •put your plan into action and let people know what's happening |
| Sustain | •check in on progress and regularly share updates |

# How to… interpret your report

## Take a step back:

Before getting into the detail, take some time to reflect and consider what might have been happening around the time of the survey that can offer some context for the data, for example:

External factors? Coronavirus, economy etc

New senior team?

Good or bad team performance??

Periods of growth?

New training courses?

Changes to pay / bens / Ts&Cs?

Organisation change?

Did any reporting lines change?

Also try not to take any feedback too personally – this about developing yourself as a leader and creating a working environment that allows everyone to be at their best at work.

# Top tips when exploring your data:

Don't just focus on the lowest scoring questions

Ensure you celebrate positive feedback

Which results stood out? Are there any suprises?

Do you have any free text comments that help explain the data?

Consider which results you need to talk to your team (and Manager) about to validate / help you understand your feedback.

**Understand** the issues and what has caused them fully before jumping into action – otherwise you may focus on the wrong things.

# How to... engage your team with your results

## Sharing your results:

It's important to have an open and honest conversation about your results, the changes you are looking to make and the progress you are making as a result. Your team members have chosen to share their views – now we want to learn and act on what they said. Being able to understand the root causes means your actions will be focused on the correct things.

The purpose of engaging colleagues around Talkback outputs is:

- o   to share your commitment to listen and respond
- o   to help you understand your results better
- o   to celebrate where things are working well
- o   to brainstorm any ideas for action where changes are needed
- o   to gain their buy in & commitments for change

Once you've had an opportunity to go through your report, reflect on your results and consider how you will involve your team.

If you and your team are working remotely you can get everyone together on a Teams meeting, and if you are at meeting face to face continue to be mindful of holding Covid safe discussions with your team.

**Tips for colleagues working at their usual location:**

- Consider how much space you have available to safely get your team together to discuss the results. If the natural spread of shifts colleagues are working mean you can only discuss in smaller groups anyway, you might not need to spread out discussions any further, but ensure you have small enough groups that you can ensure 2m spacing in the space you're meeting in.

**Tips for colleagues working remotely:**

- Make the session as interactive as possible. If on Teams you could use the Whiteboard to have a virtual post it notes session with your team, and use the raise a hand and chat functions to encourage whole group discussion.
- If using Zoom, you can still use the chat and raise a hand function, in addition to breakout rooms and polling features which may be useful, especially if you have a pretty large team. You can also use MIRO for a whiteboarding/post it session.

No matter where you'll host your session, try to take into account people's individual preferences – if you have colleagues who like to take time to reflect before giving their opinions, then consider sharing the results before the meeting to give them time. If you have colleagues who are naturally more vocal, think about how you'll create opportunities for everyone to have their say if they want to.

Colleagues were asked in the survey how confident they were that their feedback would be listened to and acted upon –use this to have a discussion with your team about how Talkback as a listening tool can benefit them and be used to drive positive change.

Before discussing the results with your team, we recommend you discuss them with your own manager to help inform your personal development plan.  They will be able to coach and support you accordingly.

**Share** and engage with people at every level – peers, leaders and colleagues, to inform and involve them in the changes you are looking to create.

## Structuring a Listening Session:

Set aside at least 1 hour for the meeting, long enough to have a good conversation. Think about the right environment for the conversation to take place – if you have a large team consider if the group could be split into sub-teams for discussion.

Make sure you have prepared and are familiar with your results.

| 5min | 10min | 20min | 20min | 5min |
|---|---|---|---|---|
| Set the Scene | Share | Explore | Plan | Close |
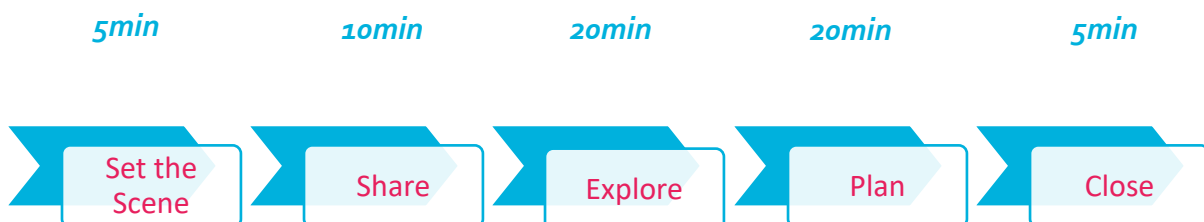
**Set the scene:**
- o **Explain the purpose and intent of the session** - to understand more, hear their ideas and involve them in making things better
- o **Thank them** for taking part in the survey

- o **Remind them that Talkback is anonymous** so you don't know how individuals responded
- o **Set the tone**
  - encourage honesty and participation
  - Give assurances of no negative consequences
- o Emphasise the need for being **solution focussed** and everyone's role in driving change

## Share:
- o **Present a summary of your Talkback Results** sharing the facts rather than your own personal thoughts and conclusions
- o **Encourage an open discussion** to kick off – ask if there's any surprises? Things to celebrate? Concerns? Possible root causes?

## Explore:
- o **Ask** them what they think the strengths and hotspots are and listen to the answers
- o Which are the areas we need to take a **deep dive** into?
- o **Questions** such as 'Can you explain more' or 'Give me more detail'
- o Ask them to identify **any barriers** for change

## Plan:
- o **Share** ideas around the hotspot / deep dive areas
- o Try to agree no more than **3 things to action** to keep it realistic
- o **Mix** quick wins with longer term strategies
- o **Discuss the proposed actions**, consider how feasible they are, encourage constructive challenge, test ideas and prompt discussion
- o Think about actions in terms of **who / what / when / how**

## Close:
- o **Summarise** what you think you have heard to check your understanding
- o **Clarify** what to expect next – action plans and approach for communication
- o **Fill in the editable template** provided with the agreed commitments
- o Agree a **date to review**
- o **Thank everyone** for participation

# Helpful questioning techniques for your session:

**Open-ended questions**
Ask questions that begin with how? which? when? and who?
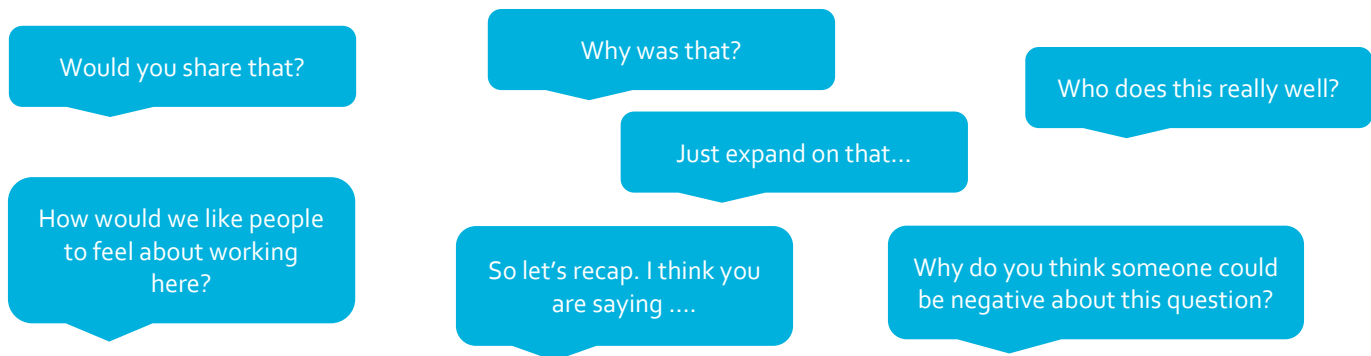**Extension**
Build on information already provided.
**Clarification**
Ask for further explanation about something already said.
**Compare**
Look for similarities or differences where available.

What happened?

That's interesting. Tell me more...

Would you share that?

Why was that?

Who does this really well?

Just expand on that...

How would we like people to feel about working here?

So let's recap. I think you are saying ....

Why do you think someone could be negative about this question?

# Prioritising actions:

Once you have a list of actions, use the model below to help prioritise them. Think about the impact an action will have by considering the number of people affected and how lasting the effect is, against how difficult it is to implement.



IMPACT

HIGH IMPACT,
EASY TO IMPLEMENT

Focus your efforts on these actions to ensure your action plan gets off to a quick start.

HIGH IMPACT,
HARD TO IMPLEMENT

These are your long-term actions which might be high investment but are worthwhile improvements.

LOW IMPACT,
EASY TO IMPLEMENT

Although it's tempting to put energy into these actions, only take on one of these so you can focus your efforts on high impact

LOW IMPACT,
HARD TO IMPLEMENT

These are the actions that you can drop from your list. They may involve you wasting effort and investment.

EFFORT

Aligning actions with existing activities is more efficient and will mean your plan is more realistic.

# Creating a robust action plan:

The following checklist will help ensure your action plans, both for you personally and for you and the team, are robust and lead to meaningful change:

| | |
|---|---|
| **Specific & stretching** | **Great goals are clear, concise and challenging to achieve**<br>• What exactly will I achieve?<br>• Why is this important (the benefits)?<br>• How ambitious is it? |
| **Measurable & motivating** | **Great goals have a clear criteria for success**<br>• How will I measure my success?<br>• How will I know I have achieved my goal? |
| **Achievable & agreed** | **Goals need to be achievable as well as challenging and motivational**<br>• Will this goal be stretching and challenging for me?<br>• How motivated am I to achieve the goal? |
| **Realistic & relevant** | **Aim for goals within your remit and connected to Co-op and team goals**<br>• How relevant is this goal to my role and responsibilities?<br>• Can I see how it links to wider goals? |
| **Timed & trackable** | **Goals require milestones**<br>• When and how will I track and review my progress?<br>• When will my goal be achieved by? |

Reflect on what is already in your development plan for your personal goals – does this need revisiting? What insight is in your results that either evidences things you were working on this year, or suggests areas that could be added into your plan or goals for next year? Use these to consider what else you can include (and think about how you would measure success).

Also use the above checklist when you're action planning with your team about goals that are team wide and how you can support with these. If the team aren't clear on wellbeing resources or the vision, what can you talk them through or share to help increase awareness? If there's some concerns around psychological safety, what can you do to support your team and encourage openness and vulnerability?

**Prioritise** and align plans with existing activity as well as your future goals and personal development plan.

# Capturing and sharing your plans:

Invite ideas for action when sharing and discussing the results with your team. Also explore if there are any existing initiatives you can adopt.

Break down actions into phases and set times to revisit and communicate what's happening.

After your listening session you can use the editable template to share your plans with your team and manager which you will find [here](here)



Revisit these commitments at future team meetings to keep activity on track and amend and build on you plans as appropriate.

Celebrate the milestones and champion changes as they happen.

**Create** a positive environment by demonstrating benefits of Talkback, through making it clear where your **actions** relate to what you've heard.

# How to… bust the myths and answer FAQs

## Answering typical colleague questions:

**"We use our employee number to complete the survey, so you must know who said what'"**
We ask colleagues to type their employee number so our third-party survey partner can make sure their response is added to the correct team, we use data from MyHR to help with this. No one at the Co-op can ever see individual responses (not even Steve Murrells or the People team) because our third-party partner is bound by lots of legal restrictions, including the recently introduced statutory GDPR rules which mean organisations can never use data in a way that they haven't told people about upfront. More importantly, we decided Talkback should be confidential for lots of reasons, identifying what individuals have said isn't what Talkback's about.

**"I work in a very small team, so it'll be obvious what my answers were"**
We don't provide scores for very small teams to protect their confidentiality. There must be responses from five or more colleagues for data to be provided. So, if you're in a team where fewer than five colleagues responded, a report won't be provided. With regards to the verbatim comments that colleagues leave, this threshold is set even higher with comments reports only provided back to teams with 25 or more colleagues and where a minimum of 10 comments have been provided.

**"I completed the demographic questions at the end of the survey. I'm the only female of my age group in the team, so it'll be obvious what I said."**
We don't include demographic information in team reports, it's only used at a business or function level to support our Diversity and Inclusion strategy. We want to ensure that all colleagues have an equally positive experience of working at the Co-op. Like with small teams, for any data to be provided at all, there must be five responses in each category for our survey partner to provide any data. So, using the example from before, there would have to be five female colleagues of the same age group for scores to be made available.

**"There's a big focus on getting the response rates to be as high as possible where I work'"**
Response rates are of course important in any survey, but no colleague should be put under pressure to complete Talkback. The response rates matter to the Co-op because we want everyone to feel included and that they can have their say. We also want the results to

represent as many colleagues as possible, so we can feel confident in using the results to make changes for the better.

**"I'm a manager with quite a low response rate, so I'm not planning to use the scores."**
One of the worst outcomes for the colleagues who have completed a survey is not seeing the results and action taken on the back of it. This in turn will likely lead to even lower response rates and engagement levels next time around. And one of the best ways to help colleagues who haven't previously completed the survey is to show them you take the feedback seriously.

**"Why are the scores for last year not included in the results report as usual?"**
Part of the reason why last year's scores haven't been included in the report this year is that it is often impossible to compare like-for-like across most of the business, due to things like hierarchy change or turnover, as well as contextual changes in the businesses at local levels. As a result, most business areas can't make meaningful comparisons. Additionally, this year we've aimed to make the questions even more future focussed and action orientated. You may still wish to review last year's report but be mindful to consider all factors at play.

**"I didn't get a report for myself even though I have more than 5 people in my team. Why is this, and what should I do?"**
Team reports have only been produced if 5 or more responses were submitted within a team, this is to protect confidentiality. If you haven't received a team report, then you should still have a conversation with your team about their engagement using the wider team report from your manager if available.

# How to... deal with difficult results

## Responding to negative feedback:

Receiving critical feedback about yourself from other people can be hard and sometimes result in strong emotional reactions, particularly where your sense of who you are, or your self-perception has been challenged. This is quite normal and may lead to some of the following emotions and behaviours being exhibited:

**Shock**

- When receiving feedback that people do not recognise as being part of who they are, they may consciously or unconsciously demonstrate disbelief and a sense of shock. Typically, this is often followed by denial and a refusal to accept the facts or the feedback. This represents a defence mechanism and is perfectly natural, but it can take an individual some time to overcome.

**Annoyance**

- Annoyance can manifest itself in different ways. People may be upset with themselves, but more often it is directed at external parties, including those people who have provided the feedback or the person delivering the message at the time.

**Refusal**

- At this stage people may begin to be less annoyed but still resist the message by challenging the validity of the process or they start making excuses. Following this, people may appear to have accepted the message by declaring that 'I understand what you are saying' but without fully meaning it. This may then lead to objections being raised further down the line with the key stakeholders in the process.

**Acceptance**

- Having had time to evaluate the information in an objective fashion and to come to terms with what people have said, acceptance usually happens. When this occurs, it represents a great opportunity for the individual to have some coaching or training and to enhance their strengths or to address some areas for development.

You'll be much more respected for accepting feedback than defensively rejecting it, even though it might be tough. Think about how you do this before you engage your team.

# How to... coach others on their results

This section is designed to support managers of managers - those who will be getting to grips with their own report, but also need to set the tone for action, and help individual managers with reflecting on their results. However, all colleagues might find the hints and tips useful.

As a manager of managers, ensuring everyone's prepared for interpreting, sharing and crucially, acting on the results is an important part of your role. There'll be some managers who have great scores who will feel valued by you recognising them, and others that have more challenging feedback and need support with next steps. Here are some helpful conversation starters to support the Managers you manage.

| Start by stepping away from the detail: | • Talk to me about your results.<br>• How are you feeling about them?<br>• What had you been expecting?<br>• Did anything surprise you about your results? |
| --- | --- |
| Reflection on the results: | • What insight has the report given you?<br>• What opportunities did you notice? What would it be like if you took those?<br>• Are these opportunites a focus over the short, medium and longer term? |
| Getting ready to act: | • How are you going to understand the scores and why they came about?<br>• For the things you have scored positively on, what do you think you are doing well, and can do even more of?<br>• What's worked for you in the past?<br>• So what are the next steps? Will you need any support? |
| Having a conversation with the team: | • What do you want to get out of your conversation with the team about these results?<br>• How do you think the team will react when you share these results?<br>• What challenges if any are you anticipating?<br>• How will you make your agreed actions visible? |
| Developing a vision to work towards: | • Where would you like your scores to be in 12 months' time?<br>• How can you work with others to achieve the scores you want, what support may you need?<br>• How do these results connect to broader people insights e.g. absence, performance? what other evidence could you gather?<br>• How do you connect your actions to the overall engagement plans in your area? |
| Gaining commitment to change: | • How committed are you to your agreed actions and achieving your plans?<br>• How will you review your progress on these actions throughout the year?<br>• How will you know if you've been successful (not just considering Talkback scores)<br>• What things will help you to be successful? What things might stop you?<br>• At what points throughout the year will you revsit your actions to check how you're doing? |

# How to... Celebrate your teams' successes

It's really important as a leader that you celebrate the success of managers with really positive results overall as role models, highlighting the good cultures they foster and Co-op behaviours they exhibit. However, it's just as important with managers who may have more average or lower scoring results, to not lose sight of the importance of identifying some positives to celebrate.

## Reflect

➢ Review your team's results with them one on one and discuss what they feel some key positives are.

➢ Highlight what you are proud of when reading their results. Is there anything they've really focused on over the last year, as part of their goals or personal development which they've done well on?

➢ Pick out the key successes to celebrate with them

## Consider

➢ What can you do to celebrate the success an individual has had with their teams in the best way, that they will also be comfortable with? Consider if a public or more private approach would suit that person.

➢ Can you shout about the behaviour they're role modelling to your peers in meetings, or at wider team meetings, and hold them up as an example?

➢ Help them and encourage them to do more of the things where their strengths lie? For instance by recommending them for more of the things they're good at.

➢ The recognition site has some great tools to help you recognise your colleagues https://recognition.coop.co.uk/

➢ Nominating them for a #BeingCoop award if something is really special?

➢ Send them a digital thank you card or pick up the phone to say well done and recognise their successes?

➢ Treat them to a small gift in line with the recognition expenses policy?

## Plan

➢ How can they ensure they continue to do the things they're good at, and become more conscious about doing so?

➢ How can they build on these things even further, and do more?

➢ Is there an opportunity for managers that you manage, to cooperate and coach each other in their differing strengths and skills, both enabling role modelling of positive behaviours, sharing skills and helping each other work on areas of improvement they might have identified from their results?

# How to… help your managers deal with difficult results

Receiving critical feedback about yourself from other people can be hard and sometimes result in strong emotional reactions, particularly where your sense of who you are has been challenged. This is quite normal and so if you have a manager who has received results that were lower than they were expecting, that may lead to some of the following emotions and behaviours being exhibited:

**Shock**

- When receiving feedback that people do not recognise as being part of who they are, they may consciously or unconsciously demonstrate disbelief and a sense of shock. Typically, this is often followed by denial and a refusal to accept the facts or the feedback. This represents a defence mechanism and is perfectly natural, but it can take an individual some time to overcome.

**Annoyance**

- Annoyance can manifest itself in different ways. People may be upset with themselves, but more often it is directed at others, including those people who have provided the feedback or the person delivering the message at the time.

**Refusal**

- At this stage people may begin to be less annoyed but still resist the message by challenging the validity of the process or they start making excuses. Following this, people may appear to have accepted the message by declaring that 'I understand what you are saying' but without fully meaning it. This may then lead to objections being raised further down the line with the key stakeholders in the process.

**Acceptance**

- Having had time to evaluate the scores and to come to terms with what people have said, acceptance usually happens. When this occurs, it represents a great opportunity for the individual to have some coaching or training and to enhance their strengths or to address some areas for development.

Try to encourage anyone in your team that has had negative feedback to pause and reflect, instead of reacting immediately and expressing an emotional response. Encourage them to speak to you about the feedback, how it's made them feel and discuss a constructive way of owning the feedback and acting on it. People are much more respected for accepting feedback than defensively rejecting it, even though it might be tough. This year has been especially difficult, so if anyone needs additional wellbeing support there are plenty of resources on our colleague website.

# How to... respond if you have no report

## Generating action without your own data:

To protect confidentiality a report won't be produced where fewer than five colleagues in a team responded. Here, colleagues' feedback is incorporated into the report at the next level up. For example, if 'Store A' has four colleagues respond, the store manager won't receive a report. The four colleagues' feedback with be included in the report for the Area overall. The Area Manager will receive the overall 'Area' report which can be cascaded to the manager of 'Store A'. If you haven't received your own report for this reason we suggest the following:

### Try some self-reflection

Some ideas for self-reflection, aligned to the Talkback report workbooks:

- What would each of my colleagues say are my strengths as a leader? What would they say I need to work on?

- Change is a crucial part of being a leader. How do you involve and engage colleagues with change? What ideas do you have for doing this differently in the future?

- How can you make your team feel listened to, respected and involved? These things are crucial to engagement.

- Overall, what key thing would I like to develop?

### Talk to your manager

You own Manager can help you to understand the broader plans resulting from Talkback within the area and business. These results can be translated into tangible action for your own team and built into your 2020 goals.

### Talk to your team

Explain to your team that there isn't a team report this year but thank anyone that did participate. Explain this is to protect their confidentiality but their feedback is still valuable and included in the overall report for their area i.e. next level up. If your leader provides access to this you can use this report as a basis for the conversation to see if there are similar feelings in your team.

A couple of questions you can ask colleagues that could get the conversation started if you are not using a report as the basis for the discussion:

- o Is there anything I can do differently to help us work better together?

- o Is there anything I can do differently to support you more?

- o What's the smallest change I can make that'd have the biggest impact for you?

- o Do a simple 'stop, start, continue' exercise.

The way you approach these types of conversation is vital if they are going to be engaging for your team. It should be positioned as you valuing colleague feedback and putting your leadership responsibilities as top priority. Also that this is part of an ongoing conversation and not a one-off exercise.

# How to… access your report

## Logging into the results portal:

✓ You'll receive an email inviting you to log on to a reporting portal to access your own report if you have a team of 5 or more respondents (if you have not met this reporting threshold see page 18).



✓ Click on the link provided in the email. This should automatically open your browser.

✓ Alternatively you can click on the link, select 'copy hyperlink' and paste this into your browser.

✓ Create your own password to login.

✓ If you log out of the application from the cog icon in the Reporting Portal, you will see this screen.



✓ If you see this screen you are logged out of the reporting portal. The only way to return to the Reporting Portal is using the link sent in the email.

✓ If you are experiencing technical issues please contact talkback@coop.co.uk
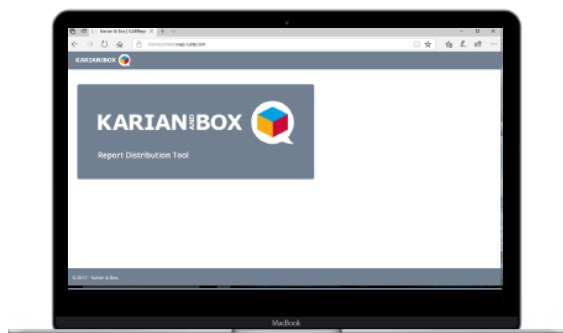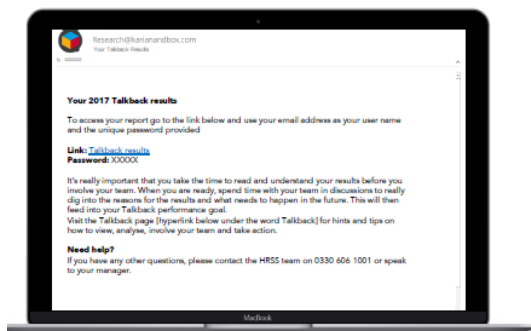
# Downloading reports from the portal:

The screen is divided into two main sections. On the left side you can see the folders available and on the right side is the report list.

The ▶ symbol means it is clickable and you can open subfolders in it.

The ◀ symbol denotes that the level is open. Click on it to collapse that branch.

Levels without symbols have no sublevels.

The number beside each level shows how many reports are at that level.

To see all assigned reports, simply click at the top level 'All Assigned Reports'.

To download all reports assigned to you, click on 'Download All'.

Your reports will be downloaded in a single Zip file containing all your reports.

To the left of each report listed, there is a tick box which allows for manual selection of the reports you need. Begin downloading by clicking on the 'Download Selections' button.
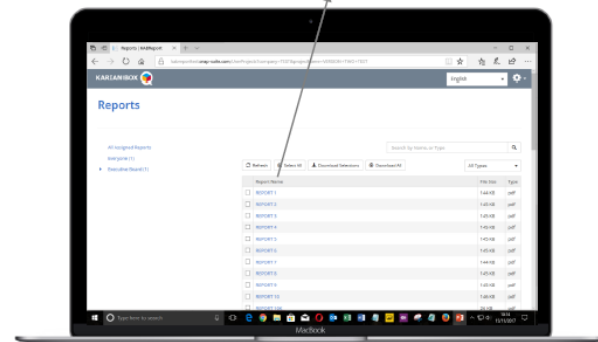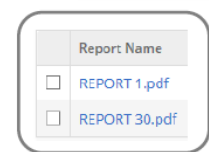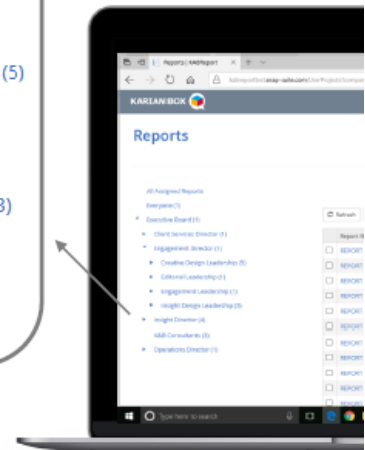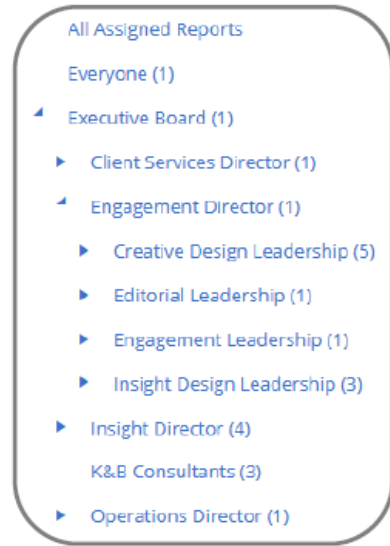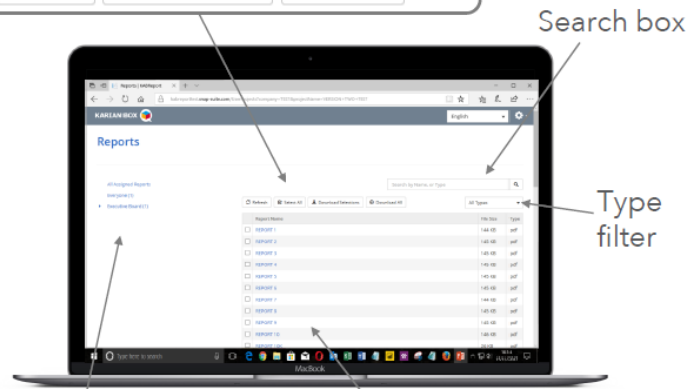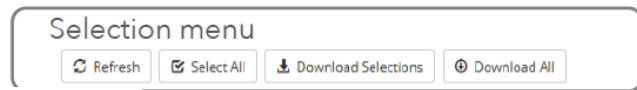
# How to… access further support

Talkback is underpinned by the Leadership framework which is the description of our leadership behaviours. By focusing on putting the behaviours into practice you will be able to work on improvements for you and your team. To support you, we've created the [LeaderShift Sharepoint hub](#) which has lots of resources for all of the behaviours, from videos, podcasts and articles, the Leadershifts, coaching advice and more.

There is also the 'Leadership Behaviours Hub' hosted on MyLearning. The learning materials are based on a 'Know Share Do' model enabling Leaders to move from 'knowing to being'.

The hub gives you access to learning resources that will support your development in each of the 12 behaviours. It's based on the principle that when we:

- Learn from others we **KNOW** more
- We then **SHARE** what we learn
- We then apply the learning (**DO**)

Within each behaviour you will find a learning resource for you to read, watch or listen to (KNOW).  There are then suggested actions for you to take, either as an individual or together with your team (SHARE) and put it into practice (DO).

**To access:**

- **Sign in via MyHR login**
- **Go into MyLearning**
- **Search 'Leadership Behaviours Hub'**

For additional resources we also have some bite-sized learning from Ashridge Business School which have been tailored to our Co-op behaviours.

**To access Ashridge:**

- **Sign in via MyHR login**
- **Go into MyLearning**
- **Search 'Ashridge'  and select the 'Ashridge Business School' result.**
- **Click 'Enrol' then 'Launch' for the 'Sign-up' page. Click 'Don't remember password' to create a new account**

# How to... Understand the key metrics:

There are 3 key metrics that indicate their perceptions of you as a Manager, and Co-op as a place to work. There are:

- o Engagement score
- o Manager recommendation score
- o Leadership index

In most instances you will be able to compare these key metrics with others in your business area to indicate the relative performance against each metric.

**The engagement index score** gives you a sense of how 'engaged' overall your colleagues are and how motivated and positive they feel about working here.

The score is calculated as an average of five key outcome questions as indicated in the report:



Overall engagement index

**81%**

| | |
|---|---|
| vs. Co-op | +5 |
| vs. Chief People & Services Office Summary | -6 |
| vs. Pensions, Reward, Employee Relations & Benefits Summary | -7 |

The engagement index is calculated as an average of these five questions:

| | |
|---|---|
| 89% | I am proud to tell others I work at the Co-op |
| 89% | I would recommend the Co-op as a place to work to my family and friends |
| 85% | I enjoy working at the Co-op |
| 85% | I feel a strong sense of belonging to the Co-op |
| 56% | I actively encourage family and friends to buy products and services from the Co-op |

**The manager recommendation score** was introduced in 2019 to provide an overall measure of leadership based on how likely a team is to recommend their manager. This is very similar to the Net Promotor Score (NPS) used in customer research and provides a 'net' score by subtracting the percentage of colleagues who score their manager between 0-6 (who we call detractors) from the percentage who score them 9-10 (who we call promotors).

As an index it provides a good summary overview of the impact of your leadership on your team.

The percentage of colleagues who selected each option lets you see the differences in colleagues' perceptions of you as their leader.

Bar chart values: 0 → 0%, 1 → 4%, 2 → 0%, 3 → 4%, 4 → 7%, 5 → 11%, 6 → 7%, 7 → 15%, 8 → 4%, 9 → 19%, 10 → 30%

Manager recommendation score
(% promoters - % detractors)

**+16**

-27
vs. Chief People & Services Office Summary

-16
vs. Pensions, Reward, Employee Relations & Benefits Summary
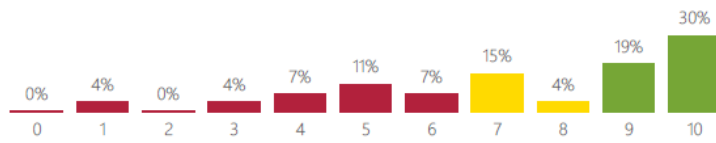
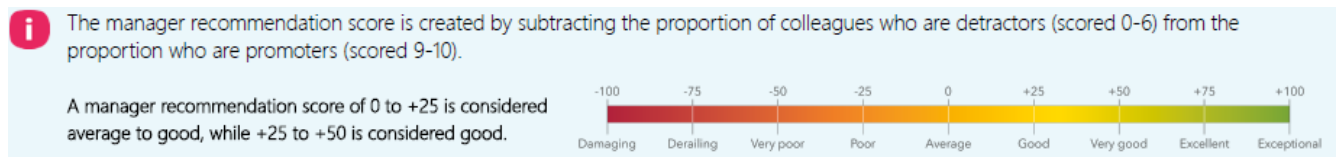Your score can be anywhere between -100 and +100, and 'good' is considered to be anything over 25+.

The scale below helps interpret your Manager Recommendation Score.

The manager recommendation score is created by subtracting the proportion of colleagues who are detractors (scored 0-6) from the proportion who are promoters (scored 9-10).

A manager recommendation score of 0 to +25 is considered average to good, while +25 to +50 is considered good.

Scale: -100 Damaging | -75 Derailing | -50 Very poor | -25 Poor | 0 Average | +25 Good | +50 Very good | +75 Excellent | +100 Exceptional

**The leadership index score** is calculated as an average of 3 questions which are:

o   My manager does what they say they will do
o   My manager regularly gives me feedback which helps improve my performance
o   My manager encourages discussion by asking for our feedback and opinions

In most instances you're able to compare this index to your overall department / division / region and if you were leading the same team last year you can go back and check your year-on-year progress against this key metric:

Your leadership index
**63%**

-19   vs. Chief People & Services Office Summary

-11   vs. Pensions, Reward, Employee Relations & Benefits Summary

# Understanding what colleagues want more of from their Manager:

Colleagues were asked about which behaviours their manager demonstrates well and which they could improve upon further to enable colleagues to be at their best. In place of the usual agree / disagree response scale, colleagues were asked in relation to each behaviour whether:

- o I don't need it from my manager
- o My manager already does this well
- o My manager could do this a little more
- o My manager could do this a lot more

The responses from 'could do a little more' and '…a lot more' have been combined, and in the report ranked to provide you with clear focus on what your team would like to see you do more of. We all have our blind spots, so this should provide clarity on where your efforts as a leader would be best placed. It is also an opportunity to reflect on the aspects of leadership your team believe you already demonstrate well (indicated in green) so you can continue to do these well.
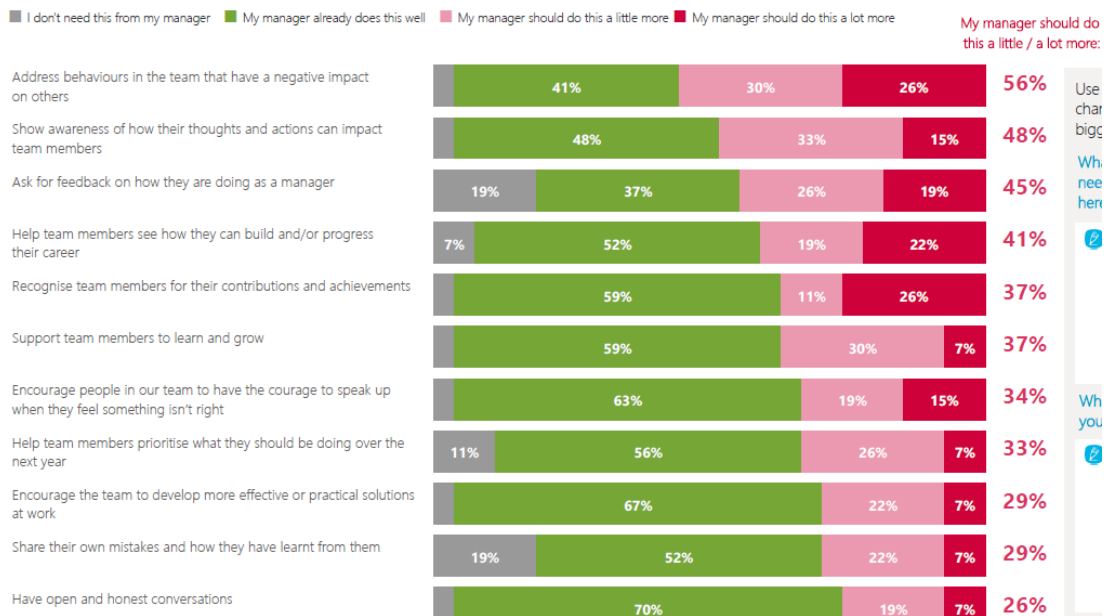
# Reflecting on aspects of working at Co-op colleagues' value most and want to see improved:

Colleagues were asked to select 3 things (from a list of 13) that they most valued about working at Co-op, 3 things the Co-op is good at, and 3 things that need to be improved. Again, these can be used to identify the things you need to reinforce or continue to demonstrate within your team.

You can also have a discussion around what can be actioned locally to help improve their day-to-day experience in relation to aspects such as teamwork, recognition, inclusion, wellbeing, communication, personal development, technology and customer and community involvement.

| What's most important to your team? Top selected: | | What's the Co-op good at? Top selected: | | What needs to improve? Top selected: | |
|---|---|---|---|---|---|
| 67% | The pay and benefits | 59% | The difference we make to our members and communities | 85% | Our technology and IT systems |
| 44% | Opportunities to develop and learn | 59% | Support for colleague wellbeing | 33% | The way we recognise and thank colleagues |
| 33% | Working together as a team | 41% | The services the Co-op provides to meet our customers' needs | 26% | The pay and benefits |

# Realising the value of free text comments:

If you manage a team of 25 colleagues or more (and where 10 or more comments have been received) you will also receive a report of the verbatim comments that colleagues provided, in response to either 'Please help us understand why you feel a sense of belonging to the Co-op' or 'Please help us understand why you do not feel a sense of belonging to the Co-op', dependent on how they responded to the question ' I feel a strong sense of belonging to the Co-op.' These should offer some insight and context to the quantitative data you have received.

Whilst it can be used as a discussion point with colleagues, be mindful that comment data can often be quite emotive and individual comments do not necessarily reflect the opinions of the entire team. It is particularly important that when sharing comments, the emphasis is not on finding out who provided that individual comment. Although the comments will have been proof read and anonymised where possible, colleagues can inadvertently identify themselves through the comments they make e.g. "when I returned from maternity leave", so thoroughly review the comments before sharing widely.

If you do not receive your own comment report due to having an insufficient number of colleagues (or volume of comments) in your team, the comments provided by your team will be fed into the reporting level above.