

Talkback About Your Leaders 2019: Moving from insight to action

A Managers guide
to Talkback About
Your Leader (TAYL)

Talkback
About your Leader



co
op

It's what we do

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Background and context:

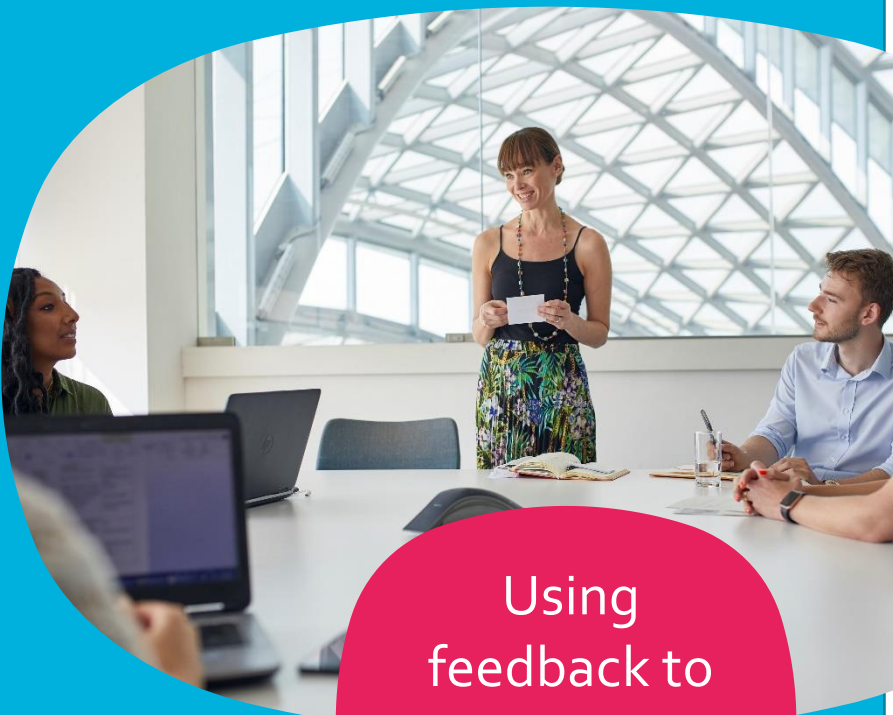
Talkback About Your Leaders is the annual survey that gives all colleagues an opportunity to tell us what it's like working here at Co-op and the experience we create as leaders.

We're committed to making Co-op a great place to work, where colleagues are proud and feel supported to deliver at their best. Listening to open and honest feedback helps us to understand our colleagues' everyday experiences.

The survey results can be used to understand how well we're doing and where we might need to focus our efforts to make improvements. This will enable us to create the right environment for all colleagues to contribute to our success, and to improve as leaders.

In 2019 we've updated the survey so the questions more closely align to our leadership behaviour framework. We've also given colleagues the opportunity to provide feedback on the environment they work in here at Co-op to provide us with actionable information we can use to better support colleagues.

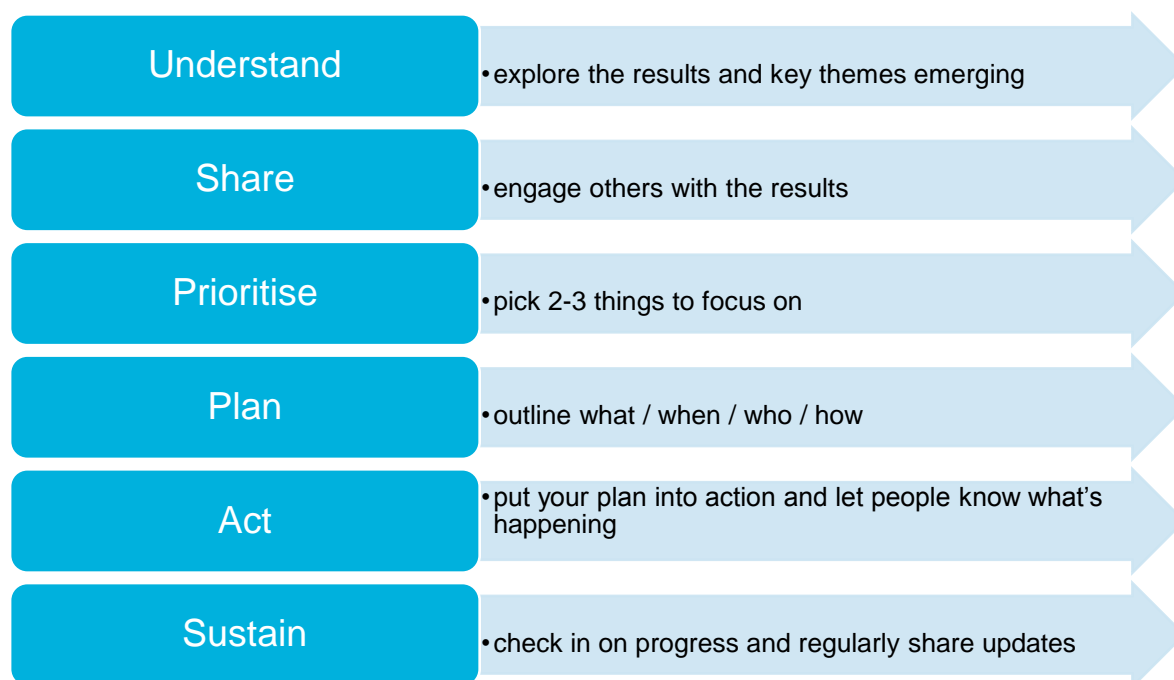
The most important thing is that we listen and respond to what we're hearing from our people. This guide has been designed to support you in having positive conversations and driving change following this year's TAYL survey.



Using
feedback to
drive
improvements

Getting ready to take action:

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



Top Tips:

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

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.

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

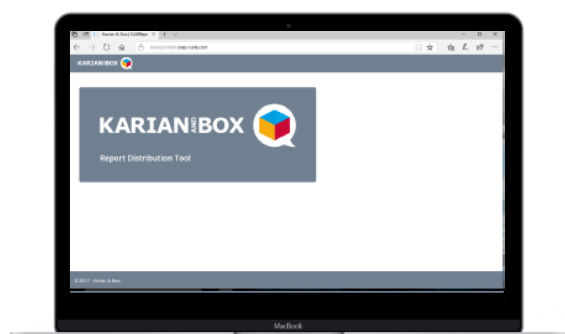
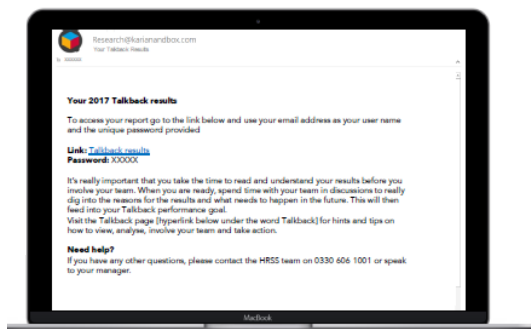
Create a positive environment by demonstrating benefits of Talkback, through making it clear where your **actions** relate to what you've heard.



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'.



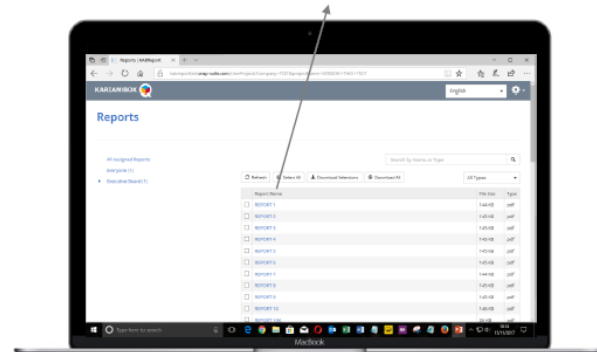
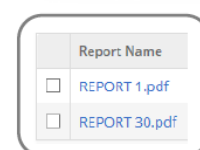
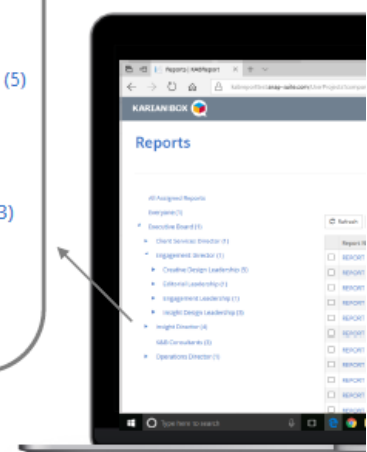
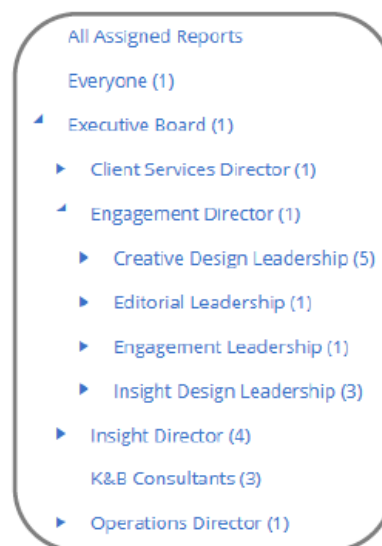
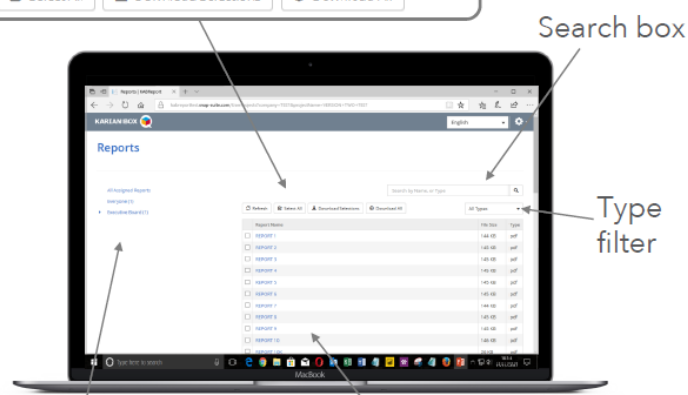
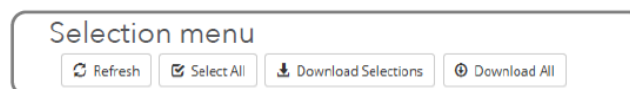
To download all reports assigned to you, click on 'Download All'.



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... interpret your report

Contextualising your data:

The report is designed in a workbook style to guide you through the data 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 areas to celebrate and potentially work on to improve the experience your team have at work every day.

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



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.

Understanding the key metrics:

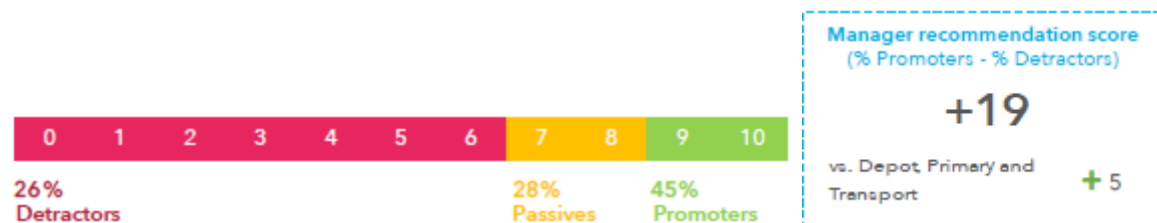
There are 3 key metrics that indicate their perceptions of you as a Manager, and Co-op as a place to work. There are:

- Manager recommendation score
- Leadership index
- Engagement score

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 manager recommendation score is a new metric 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 promoters).

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

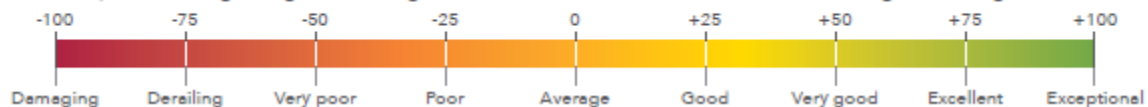


Your score can be anywhere between -100 and +100, and 'good' is considered to be anything over 25+.

The scale below helps interpret your Manager Recommend Score.

How to interpret the manager recommendation score

For example, a average-to-good manager 'recommendation score' is 0 to +25, with good being +25 to +50.

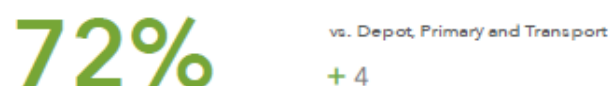


The leadership index score is calculated as an average of 3 questions which are:

- My manager does what they say they will do
- My manager regularly gives me feedback which helps improve my performance
- 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:

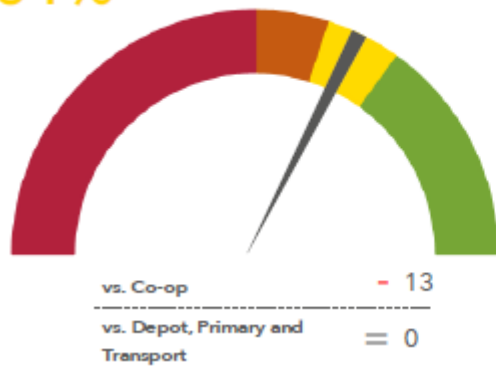
Your leadership index



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 64%



Engagement is calculated as an average of these five questions:

71%	I enjoy working at the Co-op
65%	I am proud to tell others I work at the Co-op
63%	I feel a strong sense of belonging to the Co-op
63%	I would recommend the Co-op as a place to work to my family and friends
56%	I actively encourage family and friends to buy products and services from the Co-op

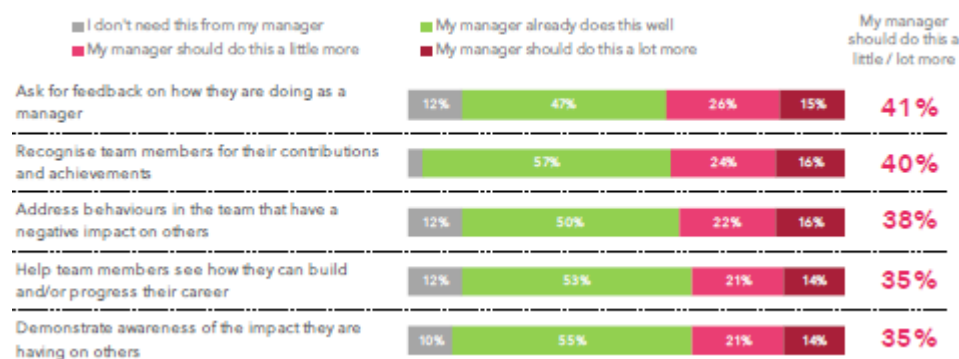
Understanding what colleagues want more of from their Manager:

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:

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

I want my manager to do more of the following to help me be at my best:*



Reflecting on aspects of working at Co-op colleagues value most and want to see improved:

Also new in 2019, colleagues were asked to select 3 things (from a list of 11 possible themes) that they most valued about working at Co-op 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 aspects do colleagues value most about working at the Co-op, and what could be improved?



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, 'what one thing would make Co-op a better place to work'. It 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.

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 surprises?



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.



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:

- to share your commitment to listen and respond
- to help you understand your results better
- to celebrate where things are working well
- to brainstorm any ideas for action where changes are needed
- 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.

We recommend you engage your colleagues face-to-face with the Talkback outputs so consider the most appropriate time to get your team together.

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.

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.



Set the scene:

- **Explain the purpose and intent of the session** - to understand more, hear their ideas and involve them in making things better
- **Thank them** for taking part in the survey
- **Remind them that Talkback is anonymous** so you don't know how individuals responded
- **Set the tone**
 - encourage honesty and participation
 - Give assurances of no negative consequences
- Emphasise the need for being **solution focussed** and everyone's role in driving change

Share:

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

Explore:

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

Plan:

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

Close:

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

Would you share that?

Just expand on that...

How would we like people to feel about working here?

So let's recap. I think you are saying

Why was that?

What happened?

That's interesting. Tell me more...

Who does this really well?

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

Prioritising actions:

Use the model below to help prioritise your actions. 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.



Top tip:

- 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 are robust and lead to meaningful change:



Great goals are clear, concise and challenging to achieve

- What exactly will I achieve?
- Why is this important (the benefits)?
- How ambitious is it?

Great goals have a clear criteria for success

- How will I measure my success?
- How will I know I have achieved my goal?

Goals need to be achievable as well as challenging and motivational

- Will this goal be stretching and challenging for me?
- How motivated am I to achieve the goal?

Aim for goals within your remit and connected to Co-op and team goals

- How relevant is this goal to my role and responsibilities?
- Can I see how it links to wider goals?

Goals require milestones

- When and how will I track and review my progress?
- When will my goal be achieved by?

Reflect on what is already in your development plan – does this need revisiting? Consider what else you can include (and think about how you would measure success).

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](#)

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.



How to... bust the myths and answer FAQ's

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... 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 will 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

Your 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:

- Is there anything I can do differently to help us work better together?
- Is there anything I can do differently to support you more?
- What's the smallest change I can make that'd have the biggest impact for you?
- 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... coach others on their results

As a leader of other leaders, 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 conversations starters to support the Managers you manage.

Start by stepping away from the detail:

- Talk to me about your Talkback results.
- How are you feeling about the results?
- What had you been expecting?
- Did anything surprise you about your results?

Reflection on the results:

- What opportunities did you notice? What would it be like if you took those opportunities?
- What insight has the report given you?

Getting ready to act:

- How are you going to understand the scores and why they came about?
- For the things you have scored positively on, what do you think you are doing well, and can do even more of?
- What's worked for you in the past?
- So what are the next steps?

Having a conversation with the team:

- What do you want to get out of your conversation with the team about these results?
- How do you think the team will react when you share these results?
- What challenges if any are you anticipating?
- 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?
- How can you work with others to achieve the scores you want, what support may you need?
- How do these results connect to broader people insights e.g. absence, performance? what other evidence could you gather?
- 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?
- How will you review your progress on these actions throughout the year?
- What things will help you to be successful?
- What things might stop you from being successful?
- How would you know if you've been successful (not just considering talkback engagement and leadership scores)




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 a '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'
- Sign-up and click 'Don't remember password' to create a new account