



### Why haven't I received an individual Talkback results report?

- To protect confidentiality, where fewer than five colleagues in a team responded to Talkback – about your leaders, we don't provide team level feedback. This is the same as in previous years.
- Here, colleagues' feedback is incorporated into the report for the next hierarchical level up. E.g. if 'Store A' has four colleagues respond, it won't receive a report. The four colleagues' feedback will be included in the report for the Area overall. The Area Manager also receives a 'direct reports' report which just summarises the views of his immediate reports.

However, this doesn't mean that manager of 'Store A' shouldn't be focussing on colleague engagement and developing their own leadership style.

### Tips on next steps

- You should explain to your team that there isn't a team report this year, but thank anyone that did participate. Their feedback is still valuable and included in the overall report for their area.
- Don't forget an annual survey is only one way colleagues can give feedback. You can ask for feedback on your leadership style throughout the year.
- Try some self-reflection exercises, and crucially speak to your team. Your line manager could also be a good sounding board to see if your self-reflection resonates. Some ideas for self-reflection, aligned to the Talkback 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 is my greatest strength as a leader? How can I do more of this?
  - Overall, what key thing would I like to develop?
- A couple of questions you can ask colleagues that could get the conversation started:
  - 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 type of conversations is vital if they're going to be engaging for your team. It should be positioned as you valuing colleagues' feedback and taking their leadership responsibilities as a top priority. It should also be an ongoing dialogue, not a one off exercise.
- Another great source of guidance and support is your own line manager, who can help you to understand the broader plans resulting from Talkback- about your leaders within the area and business, to translate into tangible action for your own team.
- You should build these ideas into your 2019 goals.