



# Listening and Learning Process

(Following Completion of Survey)

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## **Review Results**

- 1) As the leader, read through all results and comments. Receiving frank and honest feedback can sting...so really get in touch/reflect on how it makes you feel. Set the results to the side and don't look at them for a few days. Take time to think and get past any hurt, anxiety, fear or anger.

## **Analysis Results**

- 2) As the leader, review the results again and identify the top three strengths and the top three opportunities for improvement. Use the results summary tool to record those six results.

## **Identify Comment Themes**

- 3) As the leader, read through all comments several times. Choose three themes (25% or more) that are strengths and choose three themes that are opportunities for improvement. Stay neutral...don't pick what you want to address...identify the most frequently occurring themes. Record those on your "Results Summary" tool.
- 4) *Very Important Decision Point* – Decide if you are going to share the "raw results" with your leadership team or if you are only going to share the results summary page. It is recommended to redact purposefully hurtful comments...but be careful about redacting things that are not necessarily hurtful...but you may just not like hearing. This is a point where your discernment is critical to move the team forward in a positive manner.
- 5) Reflect on your results summary page with your leadership team. Develop leading questions designed to collect meaningful feedback. Lead an intentional conversation about what you think you observed. Keep an open mind...don't start drawing conclusions. Simply record in an objective manner. Reach consensus on themes.

## **Engaging Others**

- 6) As a leadership team, begin a first draft of potential actions to consider. Decide on no fewer than two and no more than four focus groups to help you add value to your results summary. Keep an open mind...do not start drawing conclusions yet.

## **Validation of Possible Action**

- 7) Begin meeting with focus groups. You may choose a nominal group/consensus technique or speed feedback protocol (separate tools) to add value to your summary page. The bottom line is that you are now validating what was heard and identifying continued actions and possible new actions for improvement (see #8 below). Again, listen and record all comments...but you are ultimately looking for themes. This begins the process of translating the listening into actions. Repeat the process for additional focus group(s). Use the "Translating Listening to Action" tool to begin recording the themes.

- 8) Once focus group meeting(s) are completed, it is time to start on actions (finally!). Actions will be recorded in three categories:
- a. Continued Actions – These are actions that the feedback themes indicate is a good practice that should continue. List no fewer than one and no more than three.
  - b. New Actions (*this is the magic*) – These are new actions derived from feedback and identified through focus group meetings (see #7 above). List no less than one and no more than three.
  - c. Integrated Actions (if needed) – These are actions that will occur in collaboration with other groups/departments). These may be a report of new actions...the point is to explain (briefly) how you will integrate your actions.



# Listening and Learning Process Results Summary

Comments = Similar feedback that appears in 25% or more of comments			
Top Three Strengths	Top Three Opportunities for Improvement	Themes Positive Comments	Themes Opportunities for Improvement
1)	1)	1)	1)
2)	2)	2)	2)
3)	3)	3)	3)

Listening and Learning Process

Translating  Listening  into Action

List Highest Scores and Opportunities for Improvement	List Comment Themes for Strengths and OFI's	Focus Group Feedback 1	Focus Group Feedback 2	Follow Up Actions
				<b>Continued Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>New Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>Integrated Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul>
				<b>Continued Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>New Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>Integrated Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul>
				<b>Continued Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>New Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>Integrated Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul>
				<b>Continued Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>New Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul> <b>Integrated Actions</b> <ul style="list-style-type: none"><li>•</li><li>•</li></ul>