

# The Engagement Survey Follow-Up Guide.

## Engagement Surveys Don't Fail. Silence After Them Does.

A three-week guide for leaders ready to stay in conversation after results come back.

### THE FOLLOW-UP GUIDE

*Trust erodes not when feedback is requested — but when nothing changes afterward. This guide walks the three weeks after results land.*

#### WEEK 1 — LISTEN BEFORE YOU RESPOND

##### Share results transparently — including the hard parts.

Do not summarize away difficult themes. Name them.

##### Go back to the experience, not the data.

Ask: What does this look like day to day? What might we be missing?

##### Say what you don't know yet.

Acknowledging uncertainty is not weakness — it is the beginning of credibility.

#### WEEK 2 — CHOOSE PRIORITIES VISIBLY

##### Pick fewer things and name them publicly.

Accountability means fewer priorities pursued visibly — not everything announced, nothing delivered.

##### Name what you will not address — and why.

If something cannot change, say so. Silence on a named concern erodes more trust than an honest no.

##### Assign ownership with a name and a date.

Vague commitments disappear. A named owner and specific timeline changes everything.

#### WEEK 3+ — STAY IN CONVERSATION

##### Return to commitments in every team meeting.

Engagement becomes a leadership practice when you revisit it continuously — not just at review time.

##### Invite clarification, don't assume understanding.

Ask: Is this what you meant? Are we moving in the right direction?

##### Close the loop visibly when something changes.

When input changes a decision — even slightly — name that connection. It teaches people that speaking matters.

### THE SHIFT THAT MATTERS MOST

*The organizations strengthening engagement today are not those collecting more feedback. They are those creating continuous conversation around it. Engagement stops being a measurement exercise and becomes a leadership practice.*

*The future of engagement will not depend on better surveys. It will depend on whether organizations develop the courage to remain in conversation after uncomfortable truths emerge.*

### QUESTIONS THAT MOVE TRUST

*Use these in the first team conversation after results come back. They shift the tone from announcement to dialogue.*

#### OPENING — GET CLOSE TO THE EXPERIENCE

**"What did the results reflect that felt true to you?"**

**"What would improvement actually feel like to you day to day?"**

#### EXPLORING — UNDERSTAND BEFORE COMMITTING

**"Help me understand what this looks like on a typical Tuesday."**

**"What might we be missing in how we're reading these results?"**

#### CLOSING — ACCOUNTABILITY THAT LANDS

**"Here is what we're committing to — and here is what we're not, and why."**

**"When should I come back to you with an update on this?"**

### THE PATTERNS THAT DESTROY TRUST FASTEST

#### ■ Announcing action plans and then going silent.

*Silence after commitment teaches people that honesty is pointless.*

#### ■ Focusing only on themes that feel manageable — not meaningful.

*Employees notice when hard things disappear into generalized messaging.*

#### ■ Sending a follow-up survey before the last one was addressed.

*A new survey before the old one was acted on signals that data matters more than response.*

### REFLECTION PROMPTS

**What has your organization done visibly after the last survey?**

*Employees rarely expect workplaces to be perfect. They hope workplaces are willing to learn.*