

Manager Quick Guide – Results & Conversations

Your role as a manager is central to the success of a **continued conversation** approach to having **happier employees** and **improving business results**. Commit to your survey practice by becoming familiar with the Viva Glint platform and interpreting feedback results, transparently discussing survey results with your teams and peers, taking visible, data-driven action, and having ongoing conversations with your team about progress.

Use this guide to navigate the Viva Glint platform and interpret your survey results.

Step 1

Review the **key outcome** score on your dashboard. Compare this current score to your company average, external benchmark, as well as previous survey data, if available.

- How do you feel about your outcome score?
- If you have trend data available, what does your trend data suggest?
- Does the score resonate with what you are anecdotally hearing about your team's current experience?

Key Outcome

This is the focus of this survey. [Learn more](#)

70

Engagement

1. I would recommend Thrive
2. How happy are you work

Step 2

Use the dashboard **Strengths and Opportunities** section to surface strengths to celebrate and opportunities for development. Pick **one** focus area to explore for action.

- How can you use your strengths to further achieve your goals and objectives?
- How can you tackle your opportunities to remove challenges for your groups?
- What do your strengths and opportunities say about your ability to execute change? What blockers may exist?
- If available in Settings, consider your comparisons against internal and external benchmarks. Does that change your strengths and opportunities?

Top Strengths

Recognize and celebrate the team's efforts and progress. [Learn more](#)

Score	Question	vs Company	Cor
81	Feedback My manager provides me with feedback that helps me improve my performance.	+ 14	4 cc
73	Decision Making Overall, I am satisfied with how decisions are made at Thrive Unified.	+ 4	0 cc
85	Prospects I am excited about Thrive Unified's future.	+ 3	1 cc

Top Opportunities

Reflect and work with your team to discover ideas for improvement. [Learn more](#)

Score	Question	vs Company	Cor
48	Belonging I feel a sense of belonging at Thrive Unified.	- 24	5 cc

Step 3

In the **All Scores** table on the dashboard, sort questions by the comparator column (e.g., vs Company or external benchmark) to see the items with biggest score differences. Within the impact column, note what impact these items have on the outcome.

- Which scores surprise you?
- What key driver is most important to driving your outcome within your group?
- If you have trend data, what scores have improved? Where have scores decreased?

All Scores

Score	Question	vs Previ...	vs Comp...	↓
81	Feedback My manager provides me with feedback that helps me improve my performance.	↑ 8	+ 14	
85	Physical Safety I feel safe at my workplace.	↑ 1	+ 8	
73	Decision Making Overall, I am satisfied with how decisions are made at Thrive Unified.	↑ 1	+ 4	
85	Prospects I am excited about Thrive Unified's future.	↑ 2	+ 3	
81	Manager I would recommend my manager to others.	↑ 2	+ 3	

Step 4

Use the **Heat Map Report** to understand the unique experiences of different teams across multiple survey items.

- Are experiences consistent or varied across different groups and items?
- What bright spots do you want to highlight and celebrate? What areas of opportunity should be reviewed?
- What groups or teams may need something specific based on this report?

Manager

Sort	All	Cloey Ribeiro's Team
Respondents	40	7
Engagement	59	43
Physical Safety	85	82
Prospects	85	71
Feedback	81	68
Manager	81	75

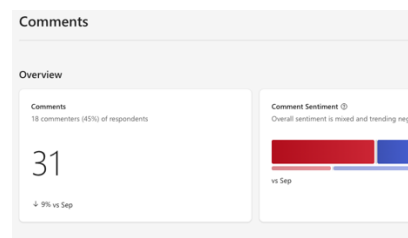
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Step 5

Use the **Comments Report** to understand the sentiment of your team. Filter comments by items and themes which align to your strengths and opportunities.

- How do comments inform your understanding of the data?
- What ideas or suggestions do team members have for improvement?



Step 6

Have an **ACT Conversation** (see below) with your team and set **one** focus area in the platform. Note possible next steps you could take as a team to make improvements. If your organization uses the [Team Conversation feature](#), it can further facilitate the flow of your ACT Conversation.

- Which areas can our team act on?
- Which areas may be actionable in the short-term vs. long-term?
- Which actions can I take on as the manager?
- When are we going to review our progress? How?

ACT

Note: All images are taken from our demo environment with fictitious data.

Use this framework to guide you through a focused, collaborative, and action-oriented conversation

A

Acknowledge where we are

- Share something you're proud of that the team has accomplished, such as participating in the survey or demonstrating positive shifts since the last survey.
- What have we learned from viewing the results?
- Include some strengths and some opportunities.
- What is our most important strength that we shouldn't lose sight of?
- What's our biggest opportunity to tackle?

C

Collaborate on where we want to go

- What should we focus on improving in the next few weeks?
- What should we start doing?
- What should we continue doing to improve?
- What should we stop doing to be successful?

T

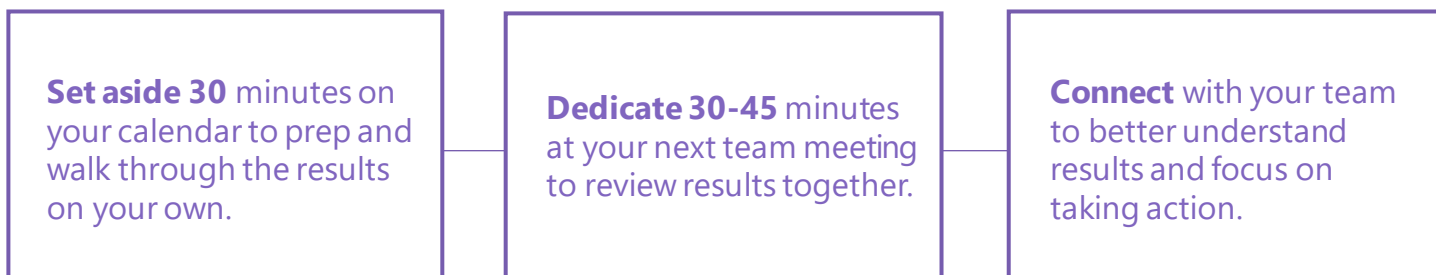
Take one step forward

- What is one commitment we all will make today?
- How will we know if we are successful?
- How will we hold ourselves accountable for progress?
- What is a reasonable timeframe to check in on this commitment?

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Use this guide for tips on how to host a quality conversation with your team

Your roles as a manager	
Prepare	Ensure you have reviewed your results ahead of time and be prepared for questions. Consider some key talking points, especially for potentially challenging or sensitive topics.
Facilitator	Provide guidelines for prioritization and decision-making based on knowledge of business priorities. Seek out differing opinions and ensure all voices are heard.
Coach	Show confidence, provide direction, and keep the team on track. Role model what you expect from your team. Recognize and reinforce positive behaviors publicly.
Roadblock Remover	Become the first line of escalation to help overcome roadblocks and navigate organizational boundaries to drive change.
Connector	Check in frequently to ensure progress and course-correct as needed. Make connections to other groups with similar challenges.



Additional tips
<ul style="list-style-type: none"> • Incorporate the ACT Conversation into a standing team meeting. As these can be very rich conversations, consider sending out the deck ahead of time so team members can reflect and come with ideas to share. • Share personal stories of successes, surprises, and misses. This creates safety for others to share. • Encourage everyone to provide candid feedback while acknowledging we can't solve for everything right away. • Ensure all voices are heard. If you find people are not as open to sharing initially, have them email ideas after the meeting and use them to kickstart the next conversation. • Be comfortable with being uncomfortable! Conversations might feel hard at first but get easier over time with repetition.

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Use this guide to avoid pitfalls when interpreting results and take positive actions for your team

Common survey interpretation pitfalls	How to avoid pitfalls and take positive actions instead
Rushing to action	Refrain from jumping into solution mode. Check in with your team and have an ACT Conversation before deciding how to act.
Taking on too many areas to address or areas outside of your control	It's tempting to take it all on, but you'll be more effective at moving the needle on your outcome and your focus areas if you choose only one thing to improve, in an area where you can make a real impact at the team level (as opposed to topics better addressed by org leaders). You might see survey scores decline if you take on too many focus areas or try to address topics that are not easily impacted at your team's level.
Over analysis	Use this simple three-part framework: 1—What's most important? 2—How am I doing? 3—What is my top priority? Remember the survey is intended to help you focus on the right actions to improve the employee experience. Use the data to look forward and understand what and how you can improve over time.
Taking results personally; getting lost in the negative, failing to celebrate the positive and explore the neutral	Stay balanced by first noting and celebrating the positives. Regard this as a business exercise and remain objective and open to learning. Adopt a growth mindset - everyone can continuously learn and improve. Treat feedback like a gift.
Prioritizing comments over scores	Read the comments last, after you understand strengths and weaknesses from the scores. Only use comments to clarify what the scores are telling you.
Trying to identify who said what	This will break trust and make people fearful of giving honest feedback. Most organizations have a zero-tolerance policy for misusing data in this way.
Discounting low scores due to situational factors	Various factors will impact your scores, including situational factors (e.g., organizational changes, negative press). Survey results provide valuable insights to help you improve your leadership capability, and in turn, better support your team through challenging times. Regardless of the cause, if people's experiences are negative, it's your responsibility as a leader to understand and help address them.
Setting score-based goals or targets	Setting goals related to the survey should be around actions you will take, rather than about a numerical score you want to change.
Searching for external best practices, rather than getting feedback on what's meaningful at your organization	Issues tend to be local and personal. Talk to your peers, your team, and your leaders to better understand what actions will be most meaningful at your organization.

Resources

[Training & Badges](#)

Online training courses to understand the Viva Glint platform and best practices around sharing results.

[How Viva Glint helps protect privacy](#)

High level overview of Viva Glint confidentiality

[Understand basic elements of your reports](#)

More info on score calculation, color coding, and aggregate trending

[Understand insufficient/suppressed data](#)

High level overview of insufficient and suppressed data and next steps to take

[Propel action-taking through conversations](#)

ACT Conversations and why they matter

[Troubleshoot dashboard access](#)

Tips if you're having trouble accessing your Viva Glint dashboard