Guide To Sharing DPA Results with Your Organization

The Diamond Power Audit™ is an important step to creating a healthy and productive workplace. The results from your survey identify those behaviors in your organization that positively impact the culture and those that need improvement. By measuring how power is used by managers and coworkers, the DPA sheds light on employees' experience of psychological safety, trust and teamwork, in-group and out-group dynamics, support for career development, and fairness, equity, and belonging.

This guide for survey administrators is designed to help you use the insights from the Diamond Power Audit™ to advance your organizational culture.

A Note Before Starting

The data gathered by the DPA contains information about employees' experience of the organization, and in most cases, are broken down by employee groups. Due to the sensitive nature of this data, it is important to proceed carefully in sharing the results.

1. Share the results with leaders first, including any leader or manager responsible for implementing actions to follow.

2. Share the results with the whole leadership team in a session long enough to have a thorough discussion about the data and create an action plan for implementing results. At minimum, a half-day session is recommended.

3. As part of the session, we recommend reflecting on the data in a facilitated conversation (see below).

4. Identify a subgroup to drive action on the results. Who is responsible for actions and results?

5. Decide next steps, including what, how, and when to share findings with employees. It is important to share high-level findings with employees soon after the survey closes (see below).

6. In the action plan, decide on a timeline, including when to deploy a follow up survey. We recommend deploying the DPA every 9-12 months until results are at a satisfactory level across all employee groups.

Sharing the DPA Results
with the Leadership Team

1. Share the results first with individual leaders. Across the board, the results of the DPA will differ among employee groups, not only by demographic variables, but also between business units, functions, and geographical locations. Thus, the results may impact some leaders more than others. It is important to give them a chance to see the results of the unit they lead so they are prepared to discuss them in the group.

2. Share the results in a team session facilitated by the Chief Human Resources, Culture, People, or Diversity Officer, or, by an external coach or consultant.

3. Present the results in detail:

   a. Show participation results: how representative was the data collected?

   b. Results by dimension: where are the strengths and opportunities? Review the meaning of each dimension and its connection to organizational outcomes. Use the *Diamond Power Audit Guide to Strengthening Workplace Culture* to guide the discussion.

   c. Results by employee groups: highlight areas of concern

   d. Results broken down by items. This shows specific behaviors in question and can serve in the creation of follow-up interventions.

4. Using the following questions as a guide, reflect on the results:

   a. Which of the results surprise us most?

   b. Where do we see strengths and positive elements in the culture?

   c. What might we be doing as an organization or leadership team to account for this strength?

   d. Which scores are of most concern? Where is our culture farthest from ideal?

   e. What might we be doing or not doing to account for this area of growth?

   f. What organizational outcomes result from these behaviors? How do they impact the day-to-day functioning of our organization?

   g. How do we compare to our industry's benchmark?

5. Identify the person or team responsible for following up and implementing changes resulting from the survey. Empower them to select the most salient findings and lead the results sharing process.

6. Decide how to share the information with employees. Because of the sensitive nature of the data, sharing all the results could be cause for alarm, or create divisiveness within the organization. In sharing the results with employees, it is recommended that the following guidelines be followed.

Sharing Results with Employees

1. Create a clear and consistent tone with which to communicate results. Contextualize the results, reminding employees of the purpose of the survey, including:

   a. What were the concerns, goals, and reasons for deploying the survey?

   b. What does the organization hope to understand?

   c. How will these results be used?

   d. What organizational goals and outcomes does they survey impact?

2. Share high-level results, including overall participation rate.

3. First share the strengths, results that are positive and to be capitalized upon

4. Share areas of opportunity; what do the data say about where we need to improve? If results differ dramatically between employee groups, share the difference at a high-level only. Revealing specific results of each employee group, without proper facilitation and guidance, could create discord.

5. Provide a brief overview of what the organization plans to do to with the results, including a timeline of action.

6. Include the person or team responsible, and whom employees should contact for more information.

Action Steps

1. Once a clear action plan is established, it is important to share more granular results with those in the organization who are accountable for the results. For instance, if managers are needed to drive action, they need a more detailed breakdown of results. This should be shared with them personally, ideally, face to face.

2. Provide moderated discussions to smaller groups in the organization about the findings, focusing on a few of the areas identified by the leadership team. Collect employees' ideas and input about the results.

3. After the results are shared more broadly, and feedback and input collected, the team identified for driving results should communicate to employees their plan for improvement.

4. Consider deploying the DPA again in approximately 9-12 months' time to check on progress.