



Engagement survey

short

How **satisfied** are you with your employer (1-10)?

Would you **recommend** the company as an employer to others (1-10)?

What -in your opinion- is **going great** when it comes to HR?

Choose 1 or more: hiring, onboarding, personal development, clarity on roles and responsibilities, employment terms & conditions, health & safety matters, internal communication, leadership, the way we work together as a team, culture, other.

If it was up to you, which 2 HR topics would you **change or improve** right away?

same options

What could **management** (Management Board and/or team leads) improve?

Think of topics such as internal communication, providing direction, setting the example, 1-on-1's, etc.

What could your **team** do to improve?

Think of topics such as teamwork, feedback, behaviour, meetings, etc.

Is there **anything else** you would like to share?

**Allow them to 'briefly explain why' for most questions, this is where you get valuable feedback.*

***Based on the results, you can start sending out regular quick surveys, for example by using Officevibe, to dig deeper into specific topics.*

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1-on-1 guidelines *short*

1-on-1 meetings

Different topics

To contribute to a high performing culture, you need to **look beyond** just the "operational check-in. This only focuses on your employee's current work and projects. Feedback & coaching is more than that. A **deeper** and **more regular** conversation with your employees creates more engagement, more development and ultimately higher performance.



Manager



Employee

Personal check-in	How are you feeling? ↓ ↑
Operational check-in	How is your work going? Are there any challenges? ↓ ↑
Team check-in	How is collaboration going? Are there any challenges? ↓ ↑
Development check-in	Are you on track with your growth goals? Any struggles? Need to adjust goals? ↓ ↑
Goal-setting check-in	Are you on track with your goals? Any struggles? Need to adjust goals?

What is performance?

Focus on the following three pillars during the 1-on-1

Behaviour

Is your behavior appropriate with our **principles, values, and code of conduct**? Do you work well with the **team**?

Results

Are you achieving concrete measurable **commitments**?
Are you making **impact**?

Personal Development

Are you **curious**? Do you regularly ask for and give **feedback**? Are you **open** to and work a lot on feedback? Do you allow **potential** for growth? Do you dare to make **mistakes**?

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Approach to processes

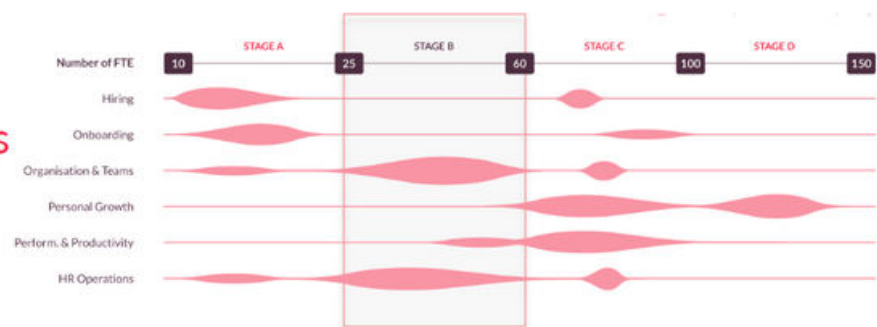
Don't make everything into a process, but rather ask yourself and your team what the specific problem is to resolve then decide if/how you'll design the process/policy.

Another learning; don't work something out in detail when it's subject to rapid change. In scale-ups, our work environments change rapidly, so fixed detailed processes regarding, for example, job descriptions often take a lot of time and add limited value.

So when do you decide to work out a specific process, or wait a bit longer? Over the past 20 years, our People Partners have helped more than 500 scale-ups grow successfully by leveraging everything the People & Culture profession has to offer. What turns out? Every scale-up encounters the same growth barriers. With this knowledge, we created our validated Scale-up Journey model. This model is described in the bestseller *Scale-ups & downs* by our founder Wendy van Ierschoot and is the basis of our unique approach:

Doing the right things
at the right time

Learn from more than 200 other scale ups



Want to get more insights, best practices and templates? Join our [VIE Community!](#)