



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Staff Satisfaction

An introduction to understanding staff satisfaction

Turn staff satisfaction feedback into questions and actions that improve employment experience. Participants review survey purpose, test sample questions, interpret mixed evidence and prepare a focused response with clear ownership and communication.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

Staff satisfaction concerns how employees evaluate their work and employment experience. Useful listening begins with a decision and a credible plan to respond. This introductory workshop examines the route from purpose and trust to interpretation, prioritisation and visible follow-through, using a realistic mixed-evidence case.

The workshop introduces the Staff Satisfaction Value Cycle through selected practical decisions. Participants improve question wording, consider participation and privacy, interpret findings alongside other evidence and prepare a first action proposal that can be discussed with a responsible owner.

WHO IS IT FOR?

HR practitioners, survey coordinators, managers and employee experience leads who commission staff listening, interpret satisfaction findings or support practical improvements to employees' experience of work.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Clarify the decision**
 Define a useful staff satisfaction question by identifying the employment experience and management decision that listening should inform.
- 02 Review survey questions**
 Recognise ambiguous, leading or double-barrelled wording in sample questions and suggest clearer alternatives suited to the stated listening purpose.
- 03 Protect participation**
 Identify practical participation, confidentiality and reporting questions that need agreement before a staff satisfaction exercise begins in the workplace.
- 04 Interpret mixed evidence**
 Compare survey responses, comments and operational context while identifying missing voices, alternative explanations and limitations on conclusions about causes.
- 05 Choose an actionable issue**
 Prioritise a material satisfaction concern using employee impact, fairness, feasibility and the organisation's ability to make a practical change.
- 06 Plan visible follow-through**
 Draft an action and employee update that explain the commitment, its owner, constraints and how progress will be reviewed.

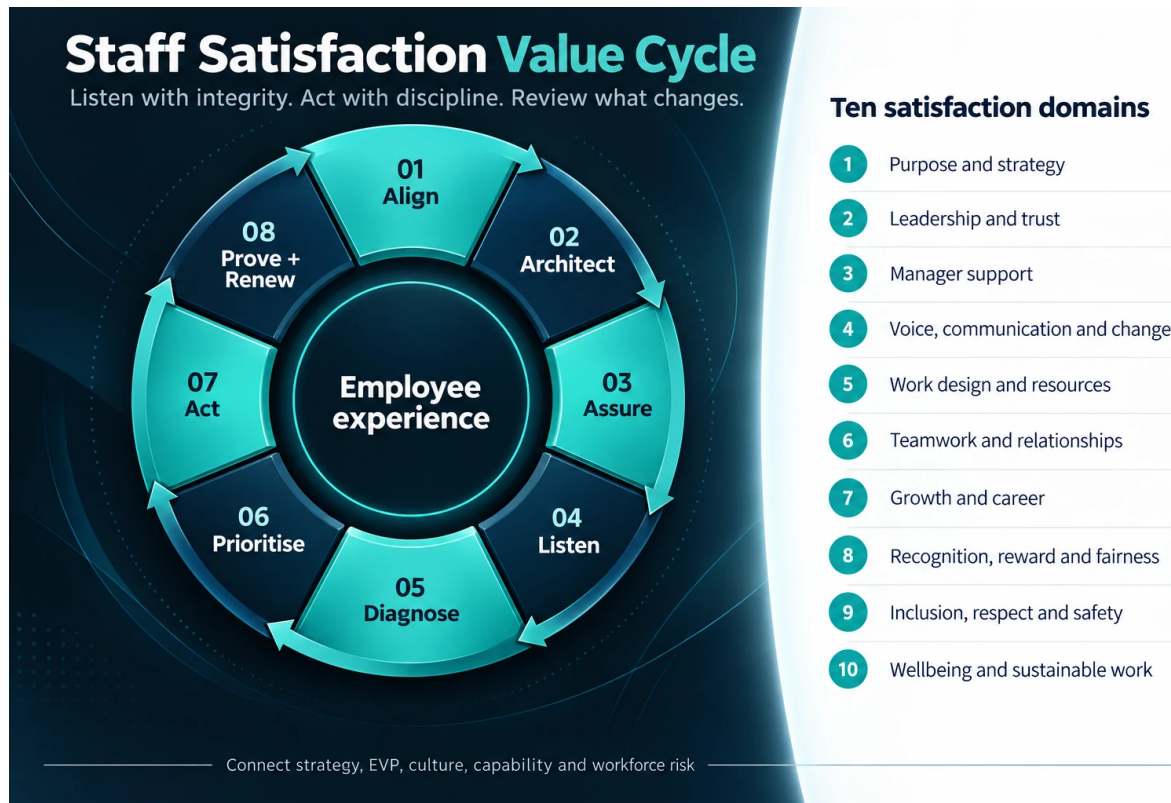
A useful first application

This one-day introduction develops selected listening and action-planning skills. Sample questions support practice; a validated questionnaire, privacy design, advanced analysis or full satisfaction programme requires further specialist design and review.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery Staff Satisfaction Value Cycle

The cycle has eight stages: Align, Architect, Assure, Listen, Diagnose, Prioritise, Act, and Prove + Renew. Ten satisfaction domains guide investigation of employment conditions while governance and evidence support credible action.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Decision and purpose

Which employment experience and management decision should the listening inform?

03 Trust and access

Can different employee groups participate safely through usable listening channels?

05 Priority and ownership

Which material issue can a responsible owner realistically address first?

02 Questions and measures

Do these questions clearly address the intended experience or condition?

04 Evidence and explanation

What do responses reveal, and what remains an untested explanation?

06 Progress and learning

How will employees see commitments, constraints and evidence of change?

These six questions guide workshop practice within the existing framework. They are selected learning prompts, not its complete architecture; the original model remains the reference for wider design, diagnosis and implementation.

[Explore the full model >](#)

LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Question repair clinic

Pairs inspect a short fictional questionnaire, identify wording problems and rewrite selected items. Another pair explains what each revised question means before discussing differences in interpretation and purpose.

02 Trust notice challenge

Groups examine a proposed survey invitation and reporting plan, spotting unclear promises or access barriers. They draft questions for the survey owner and suggest a clearer participant explanation.

03 Evidence jigsaw

Teams combine response distributions, comments and operational records released in stages. They revise their interpretation, identify missing perspectives and decide which conclusions need more evidence before informing action.

04 Close the loop briefing

Groups prepare a short employee briefing about one satisfaction priority, explaining actions and constraints. A second group plays employees and tests whether the update answers their likely concerns.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A growing support function receives repeated low satisfaction feedback about career opportunities and workload. The survey combines several issues in single questions, some shift employees cannot access it, and earlier findings were never discussed locally. Leaders want a shorter questionnaire but have not agreed what decisions will follow.

Groups clarify the decision, improve two sample questions, identify participation safeguards and propose one action with an employee update that explains what requires further investigation before implementation.

THE FACILITATOR WILL

- Invite different perspectives.**
- Make assumptions visible.**
- Welcome constructive debate.**
- Capture practical learning.**



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	Define satisfaction and its purpose Distinguish satisfaction from engagement, identify a decision worth informing and connect the case to a specific employment experience.
09:20-10:15	Explore the Value Cycle Trace the eight stages and ten domains, noting the decisions and responsibilities needed to turn listening into useful action.
10:15-10:30	Break
10:30-11:30	Repair the questions Review wording, response options and intended meaning, then test revised sample questions through paired explanation and constructive peer challenge.
11:30-12:30	Make participation credible Examine channel access, invitation wording and reporting protections, then identify questions the survey owner must resolve before fieldwork begins.
12:30-13:30	Lunch
13:30-14:30	Interpret the evidence jigsaw Compare response distributions, comments and operational information, separating observations, plausible explanations and important gaps that affect the proposed interpretation.
14:30-14:45	Break
14:45-15:30	Prioritise a useful response Compare candidate issues by impact, fairness and feasibility, then draft a practical action with the appropriate organisational or local owner.
15:30-16:10	Explain the commitment Present the employee briefing, respond to questions about previous promises and revise the action record to make responsibilities clearer.
16:10-16:30	Plan a first application Choose one current listening issue, agree the people to involve and prepare a realistic thirty-day enquiry and review plan.

Connect a clear listening purpose with trustworthy participation, cautious interpretation and action employees can see.

FROM THE SESSION TO YOUR DESK

Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Value Cycle reference

A guide to the original eight-stage cycle and its ten satisfaction domains, annotated with the selected decisions explored through the workshop case and exercises.

Use it to locate gaps in an existing listening process.

02 Question review worksheet

Worked examples of ambiguous and improved wording, with prompts for purpose, comprehension and response options that need further testing with the intended employee population.

Use it when reviewing a draft staff satisfaction questionnaire.

03 Participation and trust prompts

A checklist of questions about access, invitation wording, confidentiality and safe reporting, identifying arrangements that need agreement with the responsible survey and privacy owners.

Use it before requesting employee feedback through a new exercise.

04 Evidence interpretation record

A case record bringing together responses, comments and operational context, with separate entries for observed patterns, possible explanations, missing voices and limitations requiring clarification.

Use it to prepare a balanced discussion of survey findings.

05 Action and ownership draft

A worked action proposal explaining the priority, intended improvement, owner, practical dependencies and review evidence, with unresolved questions recorded for local discussion before use.

Use it to move one satisfaction finding towards a decision.

06 Employee feedback briefing

A draft update covering what was heard, the proposed commitment, constraints and review arrangements, including responses to employee questions about previous unfulfilled action promises.

Use it when planning communication after a staff listening exercise.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)

MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Review one existing satisfaction finding or draft survey with the appropriate owner. Clarify the decision it should support, check participation and interpretation issues, and agree a focused action or evidence request that can be communicated to employees.

YOUR FIRST 30 DAYS

01

Days 1-7

Clarify the listening purpose

Meet the listening owner to confirm one decision, the intended employee population and existing commitments. Review the workshop questions and identify the most important uncertainty to resolve before taking action.

02

Days 8-21

Check wording and evidence

Test selected draft questions or interpretations with appropriate colleagues, respecting agreed participation and confidentiality arrangements. Record misunderstandings, missing context and changes needed before using the material more widely.

03

Days 22-30

Agree visible follow-through

Review the revised proposal with its owner and agree an action or further enquiry. Draft the employee update, naming responsibilities, constraints and the next point at which progress will be explained.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

The client identifies the listening purpose, workforce context and relevant privacy arrangements. Participants bring an anonymised survey extract or draft question set and a previous action example; the supplied case remains available for confidential settings.

PLAN YOUR IN-HOUSE WORKSHOP

Talk to Dr Phillip Welsh

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Discuss your workshop

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