

Guidance for reviewing brand survey results

It's a good idea to wait until all responses are in before you start your analysis.

Once you have the results, there are a lot of ways to analyze them depending on the tools you use and your preferences. Start by reading over the results and taking note of anything that's surprising.

For the quantitative questions, putting the data into charts makes it easier to digest, which is helpful both for analysis and for eventually sharing with employees.

If you've asked a question where you are looking for a single word to describe your brand you might see a long tail of different responses. If that happens, use common sense to double check it by combining similar word forms of the same intention such as: "open" "open source" "open-source" and "OpenSource" or "flexible" and "flexibility." Once you make these common sense combinations you'll have a good sense of what you're dealing with.

If you don't see a long tail of different responses it likely means you are starting out with a good deal of alignment.

For open ended questions, you'll be looking at meaning and intention.

Let's take the "What kind of animal is our brand?" question mentioned in the survey writing guidance doc. When analyzing such a question, you'll want to count which animals are chosen most often, but then you'll want to dig into the reasons people give for choosing each animal. Understanding **why** they chose a certain animal matters much more than which animal they chose. You might even notice that different animals were chosen for the same reasons (e.g. intelligence, collaboration.) Looking into the reasons given will help reveal what people value about your brand.

Let's consider another example question from the survey writing document:

“If you could wave a magic wand and get customers and potential customers to think anything about your brand, what would you want them to think?”

Questions like this can generate a wide range of responses but always reveal opportunities for your brand. Depending on how many responses you have, you can sort and/or tag responses manually or you can also use AI to help you categorize. However, if using AI to sort by themes, it's a good idea to make sure you are first familiar enough with the data to spot any errors. Familiarity with the content is especially important if you are analyzing responses where people are not speaking their (or your) first language.

Once you've sorted the responses you'll begin to see themes emerge.

Ask yourself questions to understand where your brand is today and what obstacles stand in the way of where you want it to be.

- What are the values that most employees agree on?
- What do they agree your brand should *never* be? (The inverse of what you should never be will always reveal an important value.)
- Do you have alignment in values or do you have significant disagreement? If it's the latter, it merits further discussion.
- If you asked a question to identify employees by tenure, is there alignment between the most recent hires and the people who've been around for a long time?
It's not unusual to see variation and it's worth looking at any areas of disagreement.
- Did you uncover anything that is surprising to executive management? Also worth discussing.
- What are the things that employees identify as most in need of fixing?
How easy or difficult are those issues to tackle?
Which ones most align with your values and your business priorities?

These are just some of the questions that will help you understand what your results mean and how you should apply them.

Finally, since employees have invested a good deal of their time into the process, it's critical that they see their inputs have been valued. When building a deck to share the results of the survey with employees, use a variety of charts for quantitative questions and plentiful quotes from open ends to paint a full picture of the results. After your presentation be sure to leave time for a Q&A to discuss the results and path forward with employees.