# Snapshot: Gap Review
# Process Guide

# The Snapshot (Gap) Review Process

The process of conducting a Snapshot is an opportunity to bring your team closer together. It's a way to gain insight quickly and informally.

With your results in hand, the suggested process steps in this guide will help you understand them to effectively respond and help your team close any identified gaps.

The assessments are designed to be simple. Because the statements are not weighted it is not necessary to interpret the results. Consider the assessment to be a coaching tool. Your intention is to help your team become stronger and more unified.

Closing the identified perception gaps requires only conversations with team members.

The simplicity of this tool is intentional. We all have the urge to make things more complicated than they need to be, so remember: Don't Overcomplicate the Results!

Sometimes a gap will exist because of the messaging or the behaviors of management. Something was said or not said, or something was done or not done…and team members make assumptions.

Not every gap is a problem.

Approach all identified gaps with an open mind. The cause for a gap may be the result of confusion or a misunderstanding and not because of a problem.

Even if a gap's cause is a little more complicated, it only means going a little deeper in conversations with your team.

What follows are suggested process steps to assist with closing identified gaps

## Step 1
# Review the Chart

(NOTE: *Use a pdf or a hard copy of the Results Report to mark up and make notes*.)

A) Circle the highest-score and lowest-score displayed in the Category Totals box below the chart. These could be your initial discussions points for review with your team.

B) Visually identify the big gaps that stand out to you. On the chart, place an X above those gaps.

Note any **thoughts** or **concerns** that occur to you in the space below the Category Totals box.

## Step 2
# Review and Reflect on the 3 Biggest Gaps

(NOTE: *Use a pdf or a hard copy of the Results Report to mark up and make notes*.)

Review the 3 Biggest Gap statements. Make note of any patterns or unique responses that you feel are worth sharing or discussing with your team.

Next, place a check mark next to the two respondent groups that have the biggest gaps between them.

Again, note any thoughts, concerns, or inklings you have below each of the 3 biggest gaps. Identify any topics you feel would be important to cover during your team conversations.

## Step 3
# Scan & Review All Statements with Big Gaps
**(These are listed in the Detailed Response Data section of the report.)**

A quick way to review all the gaps is to note the percentages shown to the right of each statement. These percentages are in red.

Circle the percentage of each gap that is over 20%.

Only the top 3 gaps are highlighted in section 2 of the report, **so there may be a close 4th, 5th, or 6th largest gap**. Be on the lookout for them.

If there are other large gaps in addition to the top 3, there may be a pattern or an obvious cause to their origin. Don't overthink or read too much into it, but remain aware of any emerging patterns.

**You are looking for the big disconnects among the participant groups.** It is not necessary to respond to every gap, but you can do so if you feel it will be helpful for the team to discuss.

# Step 4
## What Do You Think?

At the end of the **Detailed Responses** section of the report, record any additional thoughts, ideas, or questions you have.

Additionally, record your answers to the following questions.

Identify and document your thoughts regarding the following **4 Questions**:

*1 What surprised you? Or didn't?*
*(Is this a topic of conversation with your team?)*

*2 What is your biggest takeaway?*
*(How can this help your team?)*

*3 What is your biggest concern?*
*(Do you want to share this with your team?)*

*4 What gap do you think you should work on first?*
*(Don't spend a lot of time on this. It's important to get into action quickly but take a few moments to reflect on what you see.)*

# Step 5
## Create a Gap Closure Plan

Simplicity, once again, is the key.

The plan, in general, could/should look like this:
- Outline and Prioritize plans (Goals, intentions, responsibilities, time frames)
- Inform staff/team what you are planning to do and start having conversations.

The purpose of conducting a Snapshot (gap) Assessment is to quickly identify the perception gaps on your team and help them become more unified.

When selecting a gap to target first, try focusing on what will be most impactful and beneficial to your team.

Try to address only one gap at a time. Gaps are primarily closed through conversations and action. Addressing multiple gaps simultaneously may create disorder (as in too many conversations) and result in confusion.

Keep things simple by staying focused on one gap.

Use the Gap Closure Plan worksheet to record your thoughts.

*What gap should be targeted first?*

*What are the benefits of closing it?*

*What might or could happen if it's not closed?*

*Thoughts/Ideas about how to close the gap.*
*(Conversation, written communication, actions, etc.)*

*What "conversation starters" could we/should we use to begin talking with the team about our gaps?*

# Step 6
## Close the Gap(s)

When closing a gap, there is a tendency to over-respond or try too hard. As a result, the effort might look like there is too much attention or focus being placed on it, causing the team to be overly concerned that it's a problem.

There is as fine line between too much and too little, of course, so the best approach to gap closure is having casual conversations with your team.

Don't attempt/intend to get all the answers in the first conversation. Allow the time and opportunity for things to emerge. In other words, don't force the conversation to produce an outcome or a desired response.

Also, avoid confronting your team with questions like: *Why did you guys respond this way?* It's much better to rephrase and ask them to share why they viewed Gap "X" this way.

Resist the urge to eliminate every gap, even the very small ones, but be aware that some gaps may have related themes or patterns.

Not every gap will have a clear explanation or cause, but conversations go a long way.

Closing gaps doesn't require the formation of special teams, committees, or additional meetings, only conversation. Conversations will enhance and improve your relationship with your team.

# Step 7
## Follow-up Actions / Next Steps

After **week one**, it will be helpful to review your progress. Consider the following: *What worked* and *what didn't work* in the leadership team's effort to have conversations with employees about the gap being targeted?

**Week two** may require a little more energy if not much progress has been made. There may be circumstances that preclude work being done on closing a gap. It's up to you to determine where to spend time to keep the team moving forward. Sometimes that means skipping a week on addressing gaps so they can address a bigger issue.

The secret to success is to move quickly and consistently towards closing the big gaps.

Consider using the below questions to keep moving forward:

**What has been discovered/revealed by the leadership team's conversations and/or actions?**

**Do you feel your response is working or not working?**

**What could/should you do differently?**

**What's next?**

Follow-up Actions/Next Steps: