

joyous

The
Agile Employee
Experience
Genome Project

v1

Everything you need to start talking
about squad experience and engagement



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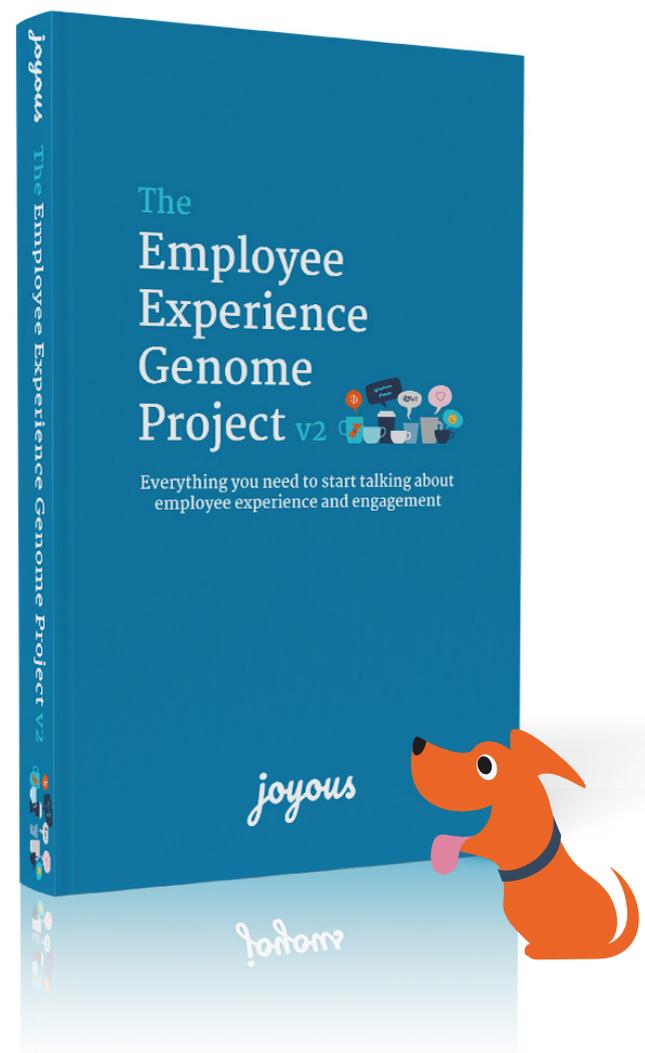
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The Agile EX Genome Project is an open-source research project. Its core is a set of conversations that help squads talk about their experiences at work.

You may be familiar with The Employee Experience Genome Project. It's our most popular conversation set and is used to prime conversations about individual employee experiences. We've used the EX Genome content in a number of large enterprises around the world. Along the way, we've collected feedback from our customers and working people about the conversations within the set.

We've realised that many of our customers have an established Agile structure or are currently undergoing an Agile transformation. The great news is we've now adapted the EX Genome to suit Agile working environments. You'll still find all of the same categories and topics as you would in the traditional EX Genome set; however, there will be slight differences in the terms and phrases used within some of the questions.

Our non-Agile customers can continue to use the Employee Experience Genome and our Agile customers will be able to adopt the Agile EX Genome. Both sets may be used independently depending on whether an organisation has an Agile or non-Agile environment. They can also be used in parallel for organisations with mixed environments where some of the organisation is Agile and the rest is not. Each week, the entire organisation would receive a question from the same category and topic; however, Agile teams would receive an Agile variation of each question.



Why we don't ask people about leader behaviour

Almost everything people experience at work is the outcome of leadership decisions. So it is very tempting to focus employee experience feedback on leadership behaviors. Like 'trust', or 'modeling the way'.

But most people aren't interested in leadership behaviors; they care about the outcomes of leadership. Things like clear objectives, fair treatment, or job security. By understanding those outcomes, you can infer leadership capability.

Focusing on outcomes lights the path for leaders to improve. For example, if a squad feels that their objectives are unclear, their lead or coach can work on setting clearer objectives. Simple. Asking blunt questions about leadership is much more likely to just bruise egos without improvement.



The Agile EX Genome Model

The link between experience and engagement is simple. People's engagement levels are the outcome of their experiences at work, and more engaged people put in more effort. Employers care about engagement because it predicts future organizational performance, so designing a great employee experience is worthwhile. It drives results and creates a more happy and productive squad.

The Agile EX Genome project breaks Agile Employee Experience into three categories. These categories group the experiences that most impact a person's engagement. They are Culture and Environment, Fairness and Inclusion, and Well-being. Each of these categories has three topics, and each of those has a set of conversations that help people at work talk about their related experiences.

Engagement is in its own category outside of Employee Experience; it also has three topics that each have related conversations. The final area we look at is eNPS, which is specifically concerned with how likely people are to recommend their workplace.



Business goals and strategies at ACME are clearly communicated to me. **If you could ask [most senior leader's name] any question about the business, what would you ask?**

I seek the help and resources I need to perform my role well. **Can you think of a time when a lack of help and resources affected you?**

My squad's physical environment is suited to an Agile way of working. **What ways could your squad adapt the physical environment to be more suited to Agile?**

What's different in the Agile version of the EX Genome Project

New Conversations

You'll see that some of the questions in the Agile EX Genome have been tweaked to incorporate Agile terms while others remain unchanged. Although some of the terms and phrases are different, the questions still measure key aspects of employee experience within their associated categories and topics.

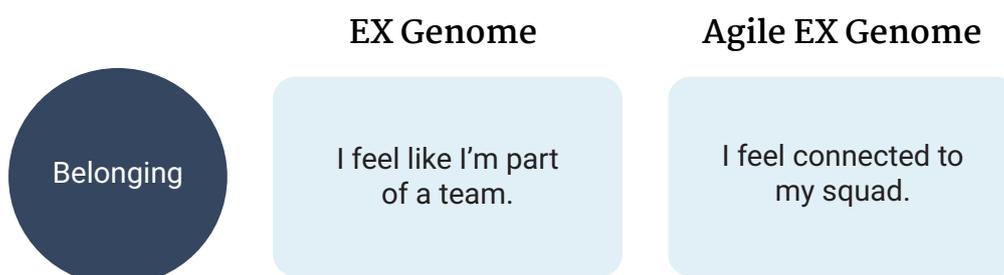
Email subject line and conversation updates

The email subjects and free-text conversation starters have been updated where required.

Some of the conversation starters now ask people questions about different aspects of working in a squad with the focus always on continuous improvement. This allows people to draw upon their personal Agile experiences and offer advice, raise concerns, ask questions, or propose solutions they may have.

Email subject lines have been updated so they align with the new Agile content.

Here's an example. The term 'team' has been replaced with 'squad'; however, both questions allow working people to have conversations about the same underlying topic: belonging.



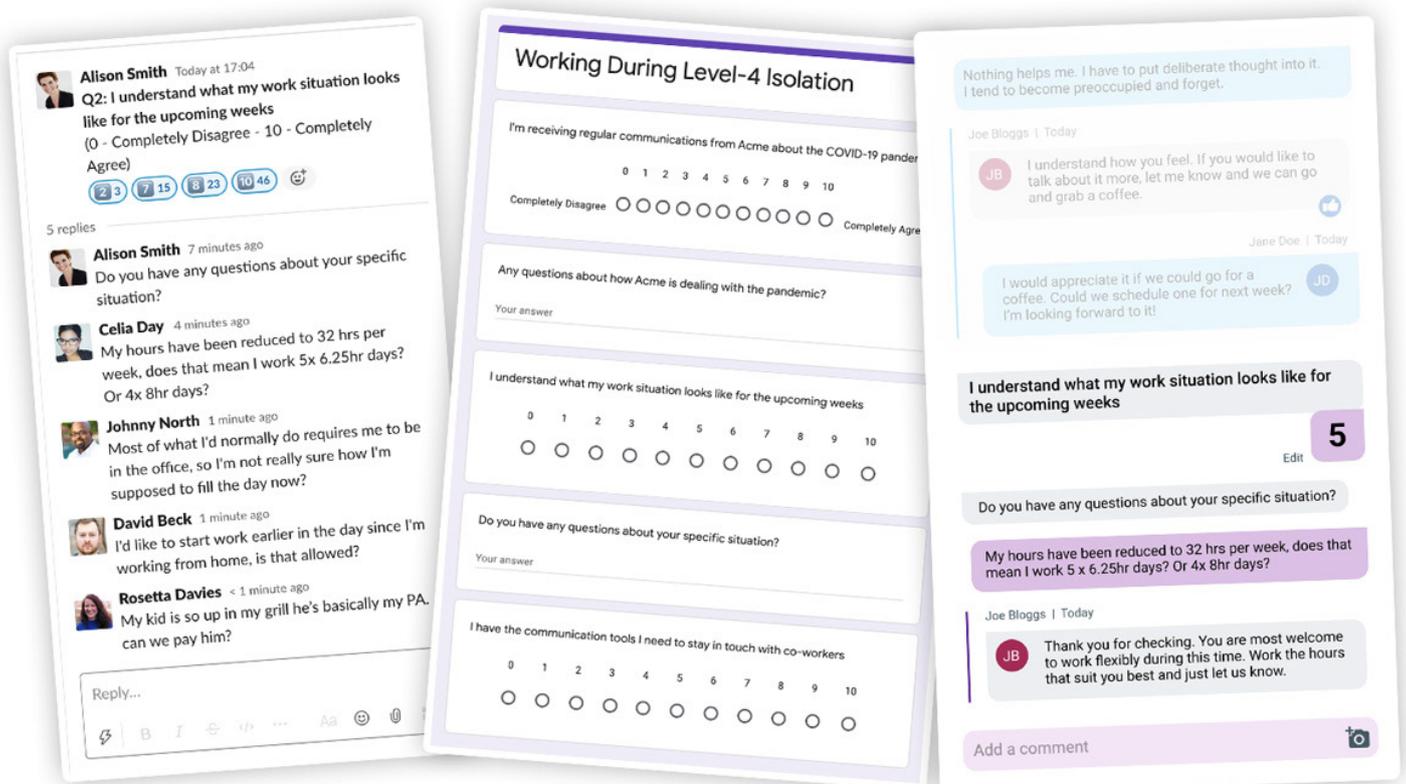
Using this document

The Agile EX Genome Project shows you how to unlock each of the three key categories of employee experience: Culture & Environment, Fairness & Inclusion and Well-being, along with Employee Engagement and eNPS.

It is designed as a reference guide that:

- Introduces each category and its relationship to employee experience
- Explains each category's importance to people at work
- Breaks the categories into measurable parts, each with associated conversations
- Gives managers and leaders practical tips for improving employee experience

You don't have to use Joyous to start these conversations: your squad communication or survey tool of choice will also work. Just make sure you collect insights and take action based on the feedback you collect!



Slack: Ask people to 'react' to the conversation posted with number emoji from 0 - 10, then put the follow-up conversation starter below.

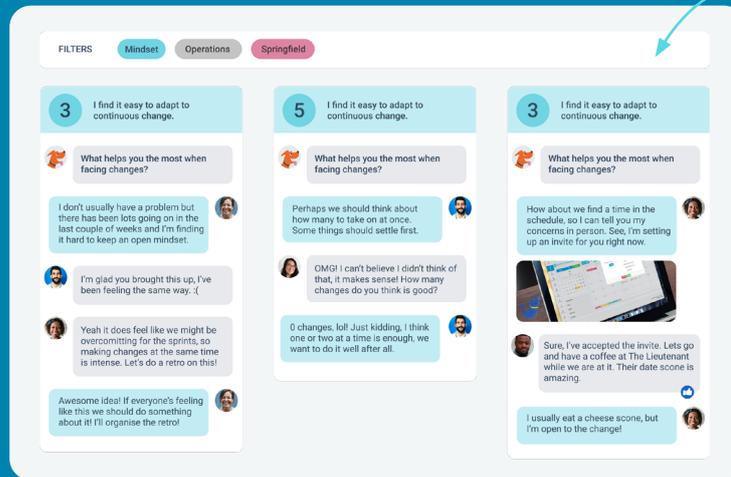
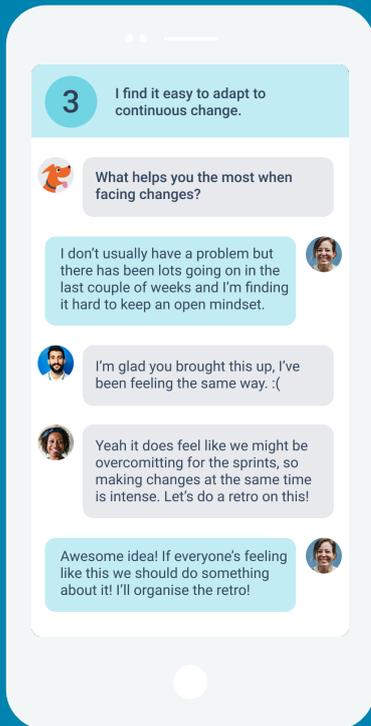
Google Forms: Set up the initial questions as linear scale, and then the follow-up as an open text question.

Joyous: We present the first statement as a number rating only, then follow-up with a chat-like free text conversation starter.

How Agile EX conversations work in Joyous

Weekly chats

Joyous runs a weekly cadence of conversation starters from a library of topics about employee experiences in an Agile environment. Improve employee experiences by actioning feedback to address roadblocks and drive continuous improvement.



Filter the feed on almost anything

Live feed

Tribes or chapter leads, squad members, coaches and product owners can participate in conversations. Collaborating and supporting one another.

AI-driven insights

Joyous uses AI to crunch all of the conversations about Agile topics. Understand your people's experiences of Agile. Create deep insights into successes and roadblocks.

The one thing you should focus on right now: make sure the physical environment is set up to help your people succeed with Agile.



If you only ever ask for feedback anonymously, you send a message that feedback is unsafe. Joyous helps everyone feel comfortable giving and receiving feedback that sparks action.

Culture & Environment



Culture & Environment

Culture is your work community's norms, practices and behaviours. It gives people a sense of your business' purpose, values, expectations, and goals. Environment is the combination of the physical workspaces, materials, systems, processes and even the other people that your squad uses throughout their work day.

We group Culture and Environment together because they are the resources that people need to do their jobs well. If you get Culture and Environment right you will empower your squads. Get it wrong and you will limit them.

Part of leading people is ensuring that they have the resources that they need to do their jobs well.

Resources has a specific meaning in this context.

Physical

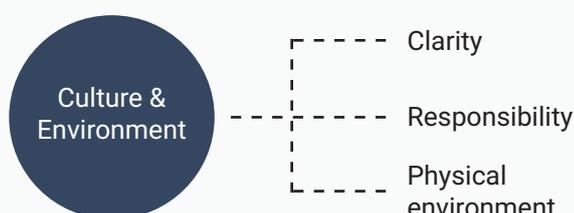
The physical resources are easy to understand. They include job-related tools, technology, workspaces, systems, processes and people resources. They help your squad create, innovate and feel safe.

Social & psychological

These resources are equally important and stem from your work culture. They include trust, open communication, autonomy, responsibility, accountability, clear role expectations and understanding how each role fits in with the organisation's mission. These help people feel connected and committed to delivering value to the customer.

Having the right culture and environment empowers a squad. People have the tools and workspaces to do great work, they are clear on what is expected of them, and they feel accountable for their own output.

We break Culture and Environment into three sub-categories: Clarity, Responsibility, and Physical Environment.



63% say their top challenge to agile success is company culture at odds with core agile values.
(VersionOne)

Improving Culture & Environment at work

Encourage flexibility

Let people experiment with new ways to reach their goals. This promotes innovation and creativity. People who feel responsible and accountable for their work will put in more effort.

Be clear

Make sure everyone knows very clearly what's expected of them, how success is measured, and what will be rewarded. Refer to this information when you review performance.

Join the dots

Show people that their work matters and help them understand how they contribute to the organization's success, vision, and purpose.

Evaluate your resources

Create a safe and accessible workplace. Make sure your culture and environment encourage people to flourish, and that nothing causes them unnecessary stress. Look at the trade-offs between the cost of the people resources, tools, technology and equipment you provide and the productivity that results.



Clarity

When people know why their work matters, they have a sense of purpose and are motivated to commit to delivering value to the customer. People who have clear expectations and guidelines for success are more likely to produce work in line with those standards.

Enabling clarity

Sit down with your squad and explain how their work helps deliver value to the customer.

Create a document with standards and expectations for all squad members, and give everyone access to it.

Agile clarity

Questions are about the clarity individuals need to help their squad deliver value to the customer, rather the clarity they need to deliver value to the organisation.

These conversations allow squad members to clarify expectations, pipeline, and value added.



It is clear what our squad needs to be working on to deliver value to our customer.



Is there anything you'd like to discuss about your squad's work?



It is clear how my role delivers value to our customer.



What value did you help deliver recently that you are proud of?



How clear are your squad expectations?



Do you have any questions about your squad's responsibilities?



Business goals and strategies at ACME are clearly communicated to me.



If you could ask [most senior leader's name] any question about the business, what would you ask?

Responsibility

Autonomy helps people cope with their job demands and allows them to achieve work goals the way they feel is best. It can also reduce psychological strain and enable creativity, innovation, personal growth, and development. Giving people responsibility for their work creates accountability and encourages them to put in more effort.

Enabling responsibility

Give your squad goals, but let them choose their own ways to get there. Include your squad in discussions and decisions regarding their work. Encourage people to take moderate risks and be creative and innovative in their role.

Agile responsibility

We've tweaked one conversation under this topic. The conversation about trust has shifted from individual trust to feeling trusted as a squad. This allows squad members to raise and talk through any experiences of mistrust.



I have opportunities to perform my role the way I think is best.



Is there anything you'd like to do differently in your role?



My squad is trusted to make decisions about how we deliver value.



Can you think of a recent time when your squad didn't feel trusted to make decisions?



I feel responsible for my own performance.



Can you think of a recent time when something out of your control affected your performance?



I seek the help and resources I need to perform my role well.



Can you think of a time when a lack of help and resources affected you?

Physical environment

A physical work environment should enable creativity and innovation whilst providing a sense of comfort and safety. Creating quality workspaces, providing access to tools and technology, and developing efficient systems and processes will ensure that squads have all the necessary physical resources to perform their jobs effectively.

Enabling the physical environment

The physical environment can have a major impact on motivation and satisfaction. Review your workspace's accessibility, air quality, lighting, temperature, air conditioning, surfaces, color, noise, and distractions. You'd be surprised how many people are affected by the air temperature.

Consider both functionality and design when buying tools and equipment and developing systems and processes. Ask your squad members what they need to do their work and reach their goals.

Agile environment

Conversations in the Physical Environment topic have been changed so that rather than focusing on the physical resources required to work effectively, they allow squad members to talk about the physical resources they need to support an Agile way of working. These physical resources include tools, systems and processes, workspace, and even other Agile stakeholders.

JD

My squad has the right tools to support an Agile way of working.



Would anything help you perform your role better?

JD

Our squad receives good support from other Agile stakeholders at [org].



Can you think of a time when there weren't people available to support your squad?

JD

How smooth are the systems and processes you use in your squad?



What is one thing you would change to help your squad perform better?

JD

My squad's physical environment is suited to an Agile way of working.



What ways could your squad adapt the physical environment to be more suited to Agile?

Fairness & Inclusion



Fairness & Inclusion

Fairness (also called organizational justice) is the extent to which people think procedures, rewards and interactions at work are unbiased. Inclusion is how valued people feel at work, based on the way others treat them.

Fairness and Inclusion are comparative. At work, we compare how we are treated and what we experience with how others (in a similar position) are treated and what they experience.

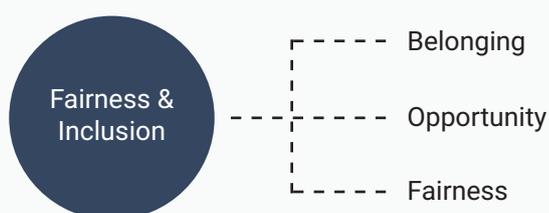
Fairness and Inclusion is the foundation on which great employee experience is built. People who are included in decisions and given opportunities to develop will put in greater effort.

People who are respected, valued, and have their work fairly recognized are more likely to be highly motivated.

The flip side is grim. If people think they are treated unfairly and frequently excluded, they are more likely to engage in counterproductive work behaviours. These can include theft, vandalism, intentional idleness, absenteeism, fraud, withdrawal, or exit behaviours.

Fairness and Inclusion is a spectrum. Getting it wrong disheartens and discourages. Getting it right creates the basis for a motivating employee experience.

We break Fairness and Inclusion into three sub-categories: Belonging, Opportunity and Fairness.



50% of team members are motivated more by team success than company goals (27%) or personal goals (23%)
(Atlassian)

Improving Fairness & Inclusion at work

Eliminate bias

Make sure your procedures for decision making and rewarding performance are free from bias. Give your squad access to this information.

Build a support network

Nominate someone, or somewhere, people can go to for support if they feel they're being treated unfairly.

Listen

Encourage people to share their opinions and help make decisions about things that matter to them.

Talk to your squad

Have regular meetings with your squad to discuss progress and outcomes. Take the opportunity to appreciate, recognize and reward people for their work.



Belonging

Belonging improves well-being and creates a sense of safety and purpose. People who feel safe are more comfortable sharing opinions and ideas with their squads. This helps them feel like they are valued contributors, accepted, and respected. According to a large study performed by Google, psychological safety is the number one predictor of high-performing teams.

Enabling a sense of belonging

Encourage your squad to spend time together; hold retrospectives, squad lunches, and social events.

Create rules around meetings so everyone feels comfortable contributing. Let everyone have a turn to talk or present, discourage people from interrupting or talking over others.

Agile belonging

Conversations have been tweaked so that they allow people to talk about their sense of connectedness to their squad and their experience of participating in squad rituals and activities rather than their participation and connectedness to a 'team'.

JD

I feel comfortable sharing my ideas with my squad.



Do you have any ideas that you'd like to share?

JD

I feel connected to my squad.



What helps you feel connected to your squad?

JD

I feel connected to the wider [org] team.



Are there any squads or people across [org] that you'd like to get to know better?

JD

I feel comfortable participating in squad rituals.



What rituals and activities do you feel most comfortable taking part in?

Opportunity

Inclusion promotes idea-sharing, collaboration, creativity, and innovation. Being included in decision-making helps people feel like they're an important part of the squad. Development opportunities foster job satisfaction and can reduce the psychological strain of job demands.

Enabling opportunity

Invite people to meetings and include them in communications that concern their jobs.

Hold retrospectives to discuss progress and developments and encourage all squad members to have a say. Budget for professional development and allow people to pursue opportunities in work time.

Agile opportunity

The conversation about decision-making has been tweaked so that it allows people to talk about decisions that affect their squad rather than their role.



How often do you learn something new?



If you could learn anything in the next [six months], what would you like to learn?



I have opportunities to discuss my progress and development.



Is there anything you'd like to discuss?



I have opportunities to grow and develop.



Are there any training or development opportunities you'd like to take part in [over the next six months]?



I have opportunities to help make decisions that affect my squad.



Are there any discussions or decisions you'd like to be a part of?

Fairness

Perceived fairness drives organisational commitment, job satisfaction, and positive well-being. When someone feels they are being unfairly treated by their lead or coach they are more likely to engage in counterproductive work behaviors.

Enabling fairness

Ensure that you distribute rewards fairly, especially between people in similar roles or doing similar work. Recognise people for their results, suggestions, service, achievements, effort, or extra-role behaviours. Treat people respectfully and thoughtfully; don't gossip, spread rumours, or disclose confidential information.

Agile fairness

Conversations have been tweaked so that they allow people to talk about whether they are treated fairly within their squad rather than their experience of fairness at the organisation level.



I feel appreciated for the work that I do.



How do you like to be appreciated for your efforts?



I feel heard when I share my thoughts in our planning sessions.



Can you think of a time when you didn't feel heard?



I'm treated with respect at [org].



What does respect mean for you in your role?



I feel like a valued member of my squad.



Feeling valued - what does that look like for you in your squad?

Well-being



Well-being

Well-being refers to the psychological functioning of people in the workplace and is best described as a spectrum. Languishing people are on the left or negative end of the spectrum and flourishing on the right or positive end.

Languishing refers to people who aren't feeling positive and aren't functioning well. It's important to note that these people don't necessarily have the presence of an illness or ailment. Flourishing refers to people who are feeling positive and functioning well.

To enable people to flourish, you must provide them with health-protecting resources such as support, feedback, flexibility, safety, and security. These resources help to buffer the negative effects of job demands such as workload, deadlines,

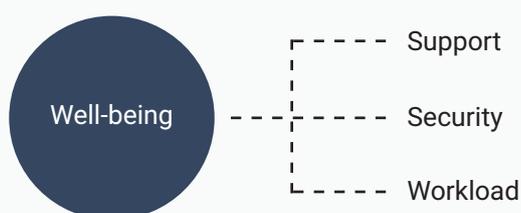
and extended hours. The more resources you provide, the less likely your working people are to suffer from job-related stress and burnout.

The aim of great employee experience design is to move everybody to the right of the spectrum.

People who are neither languishing nor flourishing also need resources to flourish. When people are flourishing they are up to 30% more productive, take fewer sick days, are more creative and innovative, and exhibit fewer exit behaviours.

Providing the right resources protects and motivates. A lack of resources can be health impairing and discouraging.

We break Well-being into three sub-categories: Support, Security and Workload.



82% of managers say
their employees are
happier working in
an agile workplace
([HabitAction](#))

Improving Well-being at work

Be supportive

Make support resources freely available. Make sure your squad knows where to go and who to talk to if they need help at work.

Talk with your squad

Check in with your squad regularly to see how they're feeling. Do they have a good work-life balance? Do they feel safe at work and secure in their role? Are they coping with their workload?

Be healthy

Promote positive behaviours: provide healthy snacks and drinks, allow gym time, don't put heavy demands on people outside office hours.

Give feedback

Give people regular feedback on their performance and show appreciation for their work. Make sure they're being treated fairly and can contribute to things that matter to them.



Support

Support helps people cope with their work demands and achieve their goals. It also enables personal growth and development.

Enabling support

Document your support contacts and procedures, and give this information to people when they start working for you. Make sure the document is kept up to date and is available to everyone at all times.

Agile support

We've tweaked one of the conversation starters ever so slightly so it now references challenges faced within a squad rather than challenges faced in an individual role.



I receive regular feedback that helps me understand how I can improve.



How do you like to receive feedback?



People at [org] are quick to offer support when I'm not okay.



Help us recognise when you're not okay. What should we be looking out for?



I feel like [org] really cares about my mental well-being.



What is one thing [org] can do to support your mental well-being?



There are people at [org] that create a supportive working environment for me.



Are there any challenges you face in your squad that you'd like more support with?

Security

Feeling safe while working is not only important for physical well-being but also mental well-being. Similarly, feeling secure in your squad, feeling good about where your career is heading, and feeling confident in the company direction are also important for mental well-being. Insecurities about safety or career progression can cause stress and anxiety which may ultimately lead to burnout.

Enabling security

Be open with your squad about their career and explain any reasons their role may not be progressing.

Review your workspace for risks and hazards. Correct any safety concerns.

Agile security

There is one conversation under this topic that has been tweaked to allow people to talk about their comfort in voicing their concerns not just in general but specifically within their squad.

JD

I feel safe at work.



What is the most important thing that can be done to keep you safe at ACME?

JD

I feel comfortable voicing any concerns I may have to my squad.



Do you have any concerns you'd like to share?

JD

The direction ACME is heading feels good to me.



What is one thing you would like to see in your future with ACME?

JD

How clear is your career path at [org]?



Do you have any short-term or long-term career goals?

Workload

When there's a good balance between work demands and other aspects of peoples' lives, they can enjoy work while also enjoying the other things they love. A workload imbalance negatively affects people at work and home, causing stress, anxiety, exhaustion, illness, and burnout.

Enabling workload

Consider flexible working hours and arrangements: let people work from home if their job allows it.

Make it safe for people to say no to new requests if they're already working at full capacity.

Agile workload

Two conversations have been tweaked so that they allow people to talk about the volume of work they commit to and whether their squad works at a sustainable pace.



I feel comfortable with the volume of work we commit to for each sprint.



Can you think of a recent example when the squad overcommitted?



The pace at which my squad works is sustainable.



What is one thing that would help you maintain a sustainable pace?



How flexible are your working arrangements?



What is your ideal way of working?



I'm satisfied with the balance between work and other aspects of my life.



What is one thing that would help you keep a healthy balance between work and home?

Engagement



Engagement

Employee engagement is a measure of the emotional commitment people have to your business and its goals. Simply, engaged squad members care about their work and their company and are more likely to do all the things that make your business great - from serving customers to inventing new products...everything! An engaged workforce drives business performance.

Engagement is persistent; it takes more than one bad or good day to change how engaged someone is in their work.

Think of an engaged squad member like a dedicated sports fan: they'll be disappointed

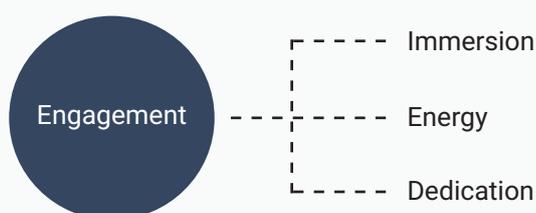
if their team loses, but they won't stop being a fan. An engaged squad member will still be committed to their job and your business even if they have a bad day. But if every day is bad, even the most engaged squad member will stop being a fan...

Improving engagement at work

How do we improve engagement? By improving the things we can directly influence: culture, environment, fairness, inclusion, and wellbeing.

The engagement questions are based on items from the Utrecht Work Engagement Scale but adjusted to fit a working environment.

We break Engagement into three sub-categories: Immersion, Energy and Dedication.



Agile organizations may average close to one-quarter higher engagement than the average company.

(Business Agility Institute)

Immersion

People who are immersed in their work are fully concentrated and happily engrossed. They don't notice the time passing and can have difficulties detaching at the end of their day. People who are immersed or absorbed are also likely working to their strengths and using the knowledge, skills, and expertise they have developed over time.

Enabling immersion

Work out which tasks elicit the most focus or engagement from your squad. Try to schedule these tasks strategically between periods of work that isn't so desirable.

Agile immersion

Only one conversation in this topic has been tweaked. We've shifted the conversation about strengths-use so that it allows people to talk about whether their strengths are being well-utilised within their squad rather than in their role.



My squad makes good use of my skills, knowledge, and experience.



Are there any other ways you could add more value?



I find it easy to concentrate on my work.



When you feel really focused at work, what are you most likely to be doing?



How quickly does time go by at work?



When you find that time is passing slowly, what are you most likely to be doing?



I feel there is a good balance between my skills and the difficulty of my role.



Are there any aspects of your role that are too easy or too difficult?

Energy

Energy refers to how people feel throughout their workday. High levels of energy, vigour, enthusiasm, enjoyment and mental resilience are linked to engagement.

Enabling energy

Work out the things that most influence your squad's energy levels. These are what will positively or negatively influence whether your squad remain engaged.

Agile energy

We've shifted the question about job satisfaction so that it allows people to talk about their satisfaction with working in an Agile way. We've also shifted the question about time and energy so it references one's squad rather than one's role.

JD

I enjoy working in an Agile way.



What do you find enjoyable about working in a squad?

JD

I'm motivated at work even when things are challenging.



Can you think of a recent time when you struggled to find motivation in your role?

JD

I feel good about how my time and energy are used in my squad.



What is one way you would help your squad operate better?

JD

How do you typically feel during your work day?



What does a great day look like for you?

Dedication

People who are dedicated are strongly involved in and strongly identify with their work because it is important, meaningful, inspiring, and challenging. People who are highly dedicated experience a sense of significance, inspiration, pride, and challenge from their work.

Enabling dedication

Talk to your squad about the aspects of work they identify with and whether they'd like to be challenged further.

Agile dedication

We've changed one question in this topic so that it talks to the importance of the customer rather than the importance of one's work.

JD

How fulfilling is your role?



What is the most fulfilling part of your role?

JD

Our customer is important to me.



How might you build more empathy for your customer?

JD

My role gives me a sense of personal achievement.



What is one thing you want to achieve between now and [next year]?

JD

My role challenges me in a way that leads to personal growth.



Can you think of a recent challenge that led to personal growth?

eNPS



eNPS

eNPS is based on Net Promoter Score® (NPS™) by Bain & Company, Satmetrix Systems, Inc., and Fred Reichheld. It is used as a quick indicator of employee engagement because people who are engaged and loyal are more likely to recommend their workplace to others.

eNPS is measured frequently (e.g. monthly/quarterly) and gives you a sense of the experience people are having at work. People who have positive work experiences are more likely to be engaged, and are more likely to share their enthusiasm with co-workers, customers and friends.

eNPS asks how likely you are to recommend your company as a place to work, and uses the same scoring system as NPS.



A really quick introduction to Net Promoter Score

NPS measures customer loyalty with a single question: 'How likely are you to recommend this company to a friend or relative?' Loyal customers will put their reputation on the line to recommend your company.

NPS uses a 0-10 scale, and people are categorized according to how they score.

9-10 are promoters. These are the people who will enthusiastically recommend your business to others.

7-8 are passives. These people are neither negative nor loyal.

0-6 are detractors. These people would not recommend your business to others, and may encourage people to avoid your business.

eNPS

Your squad members will sit somewhere between endorsing your business as a place to work, and disapproving of it.

Your total eNPS score comes from subtracting the number of detractors from promoters.

This number is expressed as a percentage: the maximum score is 100% (all promoters, no detractors) and minimum score is -100% (all detractors, no promoters).



How likely would you be to recommend working here?



What would help you have the best work experience at ACME?

Conversation order



Conversation order

We recommend setting up campaigns with 50 conversations (48 Agile EX Genome conversations + 2 eNPS conversations). Campaigns should run over a one-year period and initiate a conversation within each category every four weeks.

We suggest you replace anything between [square brackets] with terms you use in your organisation and replace 'ACME' with the name of your organisation. Humorous conversations should appear periodically. They should show up often enough to encourage immersion, but not so often that it loses its novelty or takes away from your (quite serious) objectives.

Ultimately though, you can ask the Agile EX Genome questions in any order that works for your squad. We do suggest you start with the easier 'softer' questions to encourage uptake.

Here's our recommendation.

First six months

	Rating statement	Free-text conversation starter
1	It is clear what our squad needs to be working on to deliver value to our customer.	Is there anything you'd like to discuss about your squad's work?
2	I feel comfortable sharing my ideas with my squad.	Do you have any ideas that you'd like to share?
3	I feel comfortable with the volume of work we commit to for each sprint.	Can you think of a recent example when the squad overcommitted?
4	My squad makes good use of my skills, knowledge, and experience.	Are there any other ways you could add more value?
5	I have opportunities to perform my role the way I think is best.	Is there anything you'd like to do differently in your role?
6	How often do you learn something new?	If you could learn anything in the next [six months], what would you like to learn?
7	I receive regular feedback [from my peers and leaders] that helps me understand how I can improve.	How do you like to receive feedback?
8	I enjoy working in an Agile way.	What do you find enjoyable about working in a squad?
9	My squad has the right tools to support an Agile way of working.	Would anything help you perform your role better?
10	I feel appreciated for the work that I do.	How do you like to be appreciated for your efforts?
11	I feel safe at work.	What is the most important thing that can be done to keep you safe at ACME?
12	How fulfilling is your role?	What is the most fulfilling part of your role?
13	It is clear how my role delivers value to our customer.	What value did you help deliver recently that you are proud of?
14	I feel connected to my squad.	What helps you feel connected to your squad?
15	The pace at which my squad works is sustainable.	What is one thing that would help you maintain a sustainable pace?
16	How quickly does time go by at work?	When you find that time is passing slowly, what are you most likely to be doing?
17	My squad is trusted to make decisions about how we deliver value.	Can you think of a recent time when your squad didn't feel trusted to make decisions?
18	I have opportunities to discuss my progress and development.	Is there anything you'd like to discuss?
19	People at ACME are quick to offer support when I'm not okay.	Help us recognise when you're not okay. What should we be looking out for?
20	How do you typically feel during your work day?	What does a great day look like for you?
21	Our squad receives good support from other Agile stakeholders at ACME	Can you think of a time when there weren't people available to support your squad?
22	I feel heard when I share my thoughts in our planning sessions.	Can you think of a time when you didn't feel heard?
23	I feel comfortable voicing any concerns I may have to my squad.	Do you have any concerns you'd like to share?
24	Our customer is important to me.	How might you build more empathy for your customer?
25	How likely would you be to recommend working here?	What would help you have the best work experience at ACME?

Second six months

	Rating statement	Free-text conversation starter
1	How clear are your squad expectations?	Do you have any questions about your squad's responsibilities?
2	I feel connected to the wider ACME team.	Are there any squads or people across ACME that you'd like to get to know better?
3	I'm satisfied with the balance between work and other aspects of my life.	What is one thing that would help you keep a healthy balance between work and home?
4	I feel there is a good balance between my skills and the difficulty of my role.	Are there any aspects of your role that are too easy or too difficult?
5	I feel responsible for my own performance.	Can you think of a recent time when something out of your control affected your performance?
6	I have opportunities to grow and develop.	Are there any training or development opportunities you'd like to take part in [over the next six months]?
7	I feel like ACME really cares about my mental well-being.	What is one thing ACME can do to support your mental well-being?
8	I'm motivated at work even when things are challenging.	Can you think of a recent time when you struggled to find motivation in your role?
9	My squad's physical environment is suited to an Agile way of working.	What ways could your squad adapt the physical environment to be more suited to Agile?
10	I'm treated with respect at ACME.	What does respect mean for you in your role?
11	How clear is your career path at ACME?	Do you have any short-term or long-term career goals?
12	My role gives me a sense of personal achievement.	What is one thing you want to achieve between now and [next year]?
13	Business goals and strategies at ACME are clearly communicated to me.	If you could ask [most senior leader's name] any question about the business, what would you ask?
14	I feel comfortable participating in squad rituals and activities.	What rituals and activities do you feel most comfortable taking part in?
15	How flexible are your working arrangements?	What is your ideal way of working?
16	I find it easy to concentrate on my work.	When you feel really focused at work, what are you most likely to be doing?
17	I seek the help and resources I need to perform my role well.	Can you think of a time when a lack of help and resources affected you?
18	I have opportunities to help make decisions that affect my squad.	Are there any discussions or decisions you'd like to be a part of?
19	There are people at ACME that create a supportive working environment for me.	Are there any challenges you face in your squad that you'd like more support with?
20	I feel good about how my time and energy are used in my squad.	What is one way you would help your squad operate better?
21	How smooth are the systems and processes you use in your squad?	What is one thing you would change to help your squad perform better?
22	I feel like a valued member of my squad.	Feeling valued - what does that look like for you in your squad?
23	The direction ACME is heading feels good to me.	What is one thing you would like to see in your future with ACME?
24	My role challenges me in a way that leads to personal growth.	Can you think of a recent challenge that lead to personal growth?
25	How likely would you be to recommend working here?	What would help you have the best work experience at ACME?

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