Electronic Supplementary Material for
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Table E10

Results from interviews with five managers of organization

Example quotes
Manager 1: "When nobody dares to talk in those meetings… well what are you supposed to do. There is nothing I can do. We really need an input box [for the survey] in which we can enter qualitative responses, so we can then talk about it. During the meetings, people just won't talk."
Manager 2: "Honestly, it felt like I could not get through to everyone. I was not able to break the ice and was just was not sure what to do."
Manager 3: "Generally, I think this survey is a great tool, but I must say that it does lead to much additional work for me. Preparing the workshops and everything. I still do it, but it is a lot."
Manager 4: "There are so many topics that are within my responsibility and issues I have to solve and that have to be discussed with the team. Some of them, I cannot solve because my hands are tied, for example superordinate topics, but my team understands this problem."
Manager 5: "It is a lot of work, and there is so little time. It would be great to have some short instructions that tell you how to proceed, for example like a short video with advice, maybe also something I could also show to my team. That would be great."

Note. We interviewed five managers who repeatedly showed poor employee survey results about their experiences in conducting the employee survey follow-up process with their organizational units (OUs).