



# Contribution.

reflection questions for managers.

**ZOIOS**

## **Typical root causes** for a low score.

### **1. Unclear objectives.**

Employees do not know when they are successful, as there are no concrete KPIs and/or other measurable goals.

### **2. Low utilization of talents.**

Employees are forced to spend time on things that are not within their talents or strengths.

### **3. Struggling to prioritize.**

Employees need help prioritizing what is most important.

### **4. Missing feedback.**

Employees lack feedback from their leader or from each other.

### **5. Lack of involvement.**

Employees do not feel involved in decisions about their tasks and processes.

## **Good questions** for you as a manager.

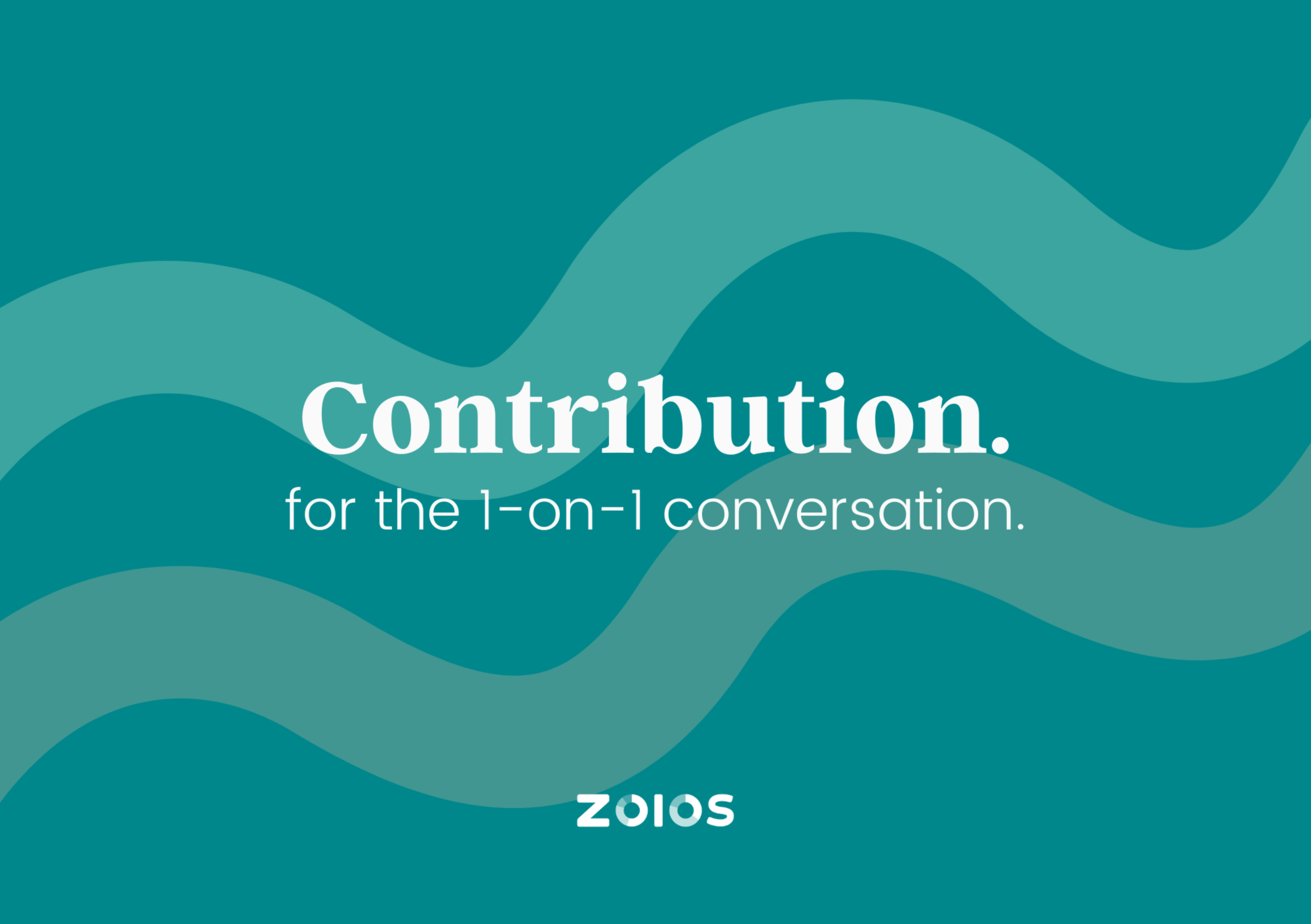
**1.** What do you believe are the primary reasons for your team's current lack of feeling of contribution?

**2.** Which of the typical root causes (left side of the card) could it be?

**3.** If you were to speak to your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees feel they are creating value, performing well, and contributing to the business?

**5.** If you look 2-3 months into the future and imagine that your employees feel more like they are contributing and as a result, you are scoring high in contribution in Zoios: What has happened in those 2-3 months to achieve that?

The background is a solid teal color with several overlapping, wavy, horizontal bands of slightly different shades of teal, creating a layered, ocean-like effect.

**Contribution.**  
for the 1-on-1 conversation.

**ZOIOS**

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## Good questions for your 1-on-1 conversation.

1. Can you put some words on the tasks you are currently working on?

2. Which of your tasks make you feel that you contribute and add value to the company?

3. Which of your tasks does not give you a sense of contribution?

4. To what extent do you feel there is clarity about what is expected of you concerning the work you deliver?

5. What should each of us do in the following months to support you in feeling more like you're contributing?

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for the team meeting.

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## Good questions for your team meeting.

1. What does contribution mean to you?

2. In which situations do you feel that you contribute and create value?

3. In which situations do you not feel like you contribute as you would like to?

4. What should we improve on as a team in order to feel like we contribute more effectively?

5. What do you need from me to feel like you contribute more effectively?

6. What do you need from each other?



# Development.

reflection questions for managers.

**ZOIOS**

## **Typical root causes** for a low score.

### **1. Uniform tasks.**

Employees have too uniform tasks and are not sufficiently challenged on a weekly basis.

### **2. Missing overview of progress.**

Employees are not aware of how much they have developed recently.

### **3. Missing knowledge about development possibilities.**

Employees lack a concrete development and/or career plan.

### **4. Lack of professional sparring.**

Employees lack professional feedback, sparring, coaching or mentoring from someone more skilled than themselves.

### **5. Missing possibilities for optimization.**

Employees lack time and/or energy to think outside the box and do things differently.

## **Good questions** for you as a manager.

**1.** What do you believe are the primary reasons for the current lack of feeling like there's development in your team?

**2.** Which of the typical causes (left side of the card) could it be?

**3.** If you were to speak with your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees feel they are developing in their work?

**5.** If you look 2-3 months into the future and imagine that people now feel like they are developing, and you are scoring high in development in Zoios: What has happened in those 2-3 months to achieve that?

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**Development.**  
for the 1-on-1 conversation.

**ZOIOS**

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## Good questions for your 1-on-1 conversation.

**1.** Where are you right now in terms of your development if you had to put it into words? (career-wise, a competence you want to build, or personal development).

**2.** Which tasks or projects make you feel like you're progressing?

**3.** Which tasks or projects does not make you feel like you're progressing?

**4.** What specific areas would you like to improve in or be challenged with in the future?

**5.** What should each of us do in the coming months to help you feel like you are developing more effectively?

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for the team meeting.

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## Good questions for your team meeting.

**1.** What does it mean for you to feel like you are developing?

**2.** In which situations, projects, or tasks do you feel like you are developing?

**3.** In which situations, projects, or tasks do you not feel like you are developing?

**4.** What should we improve in our team to ensure that we develop more effectively?

**5.** What do you need from me to feel like you are developing more effectively?

**6.** What do you need from each other?



# Social.

reflection questions for managers.

**ZOIOS**

## **Typical root causes** for a low score.

### **1. Lack of safety to speak up.**

Employees experience a low level of psychological safety.

### **2. Missing time together physically.**

Employees spend too little time together in the office - e.g. due to remote work.

### **3. Too few social events.**

Employees lack more - or the right kind of - social events.

### **4. Superficial relations.**

Employees miss being able to be confidential with colleagues one-on-one.

### **5. Lacking sense of togetherness.**

There is a lack of a common feeling of working together and collaborating.

## **Good questions** for you as a manager.

**1.** What do you think are the primary reasons why the social relations between the employees in your team could well be better than they are today?

**2.** Which of the typical root causes could it be? (left side of card).

**3.** If you talked to your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees have good relationships with each other?

**5.** If you look 2-3 months into the future and imagine that your employees feel to a greater degree that they have good relationships with each other, and that you therefore score high on social in Zoios: What has happened in those 2 -3 months to achieve it?

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# Social.

for the 1-on-1 conversation.

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## **Good questions** for your 1-on-1 conversation.

**1.** How is your experience of the social atmosphere here at the workplace? (what is good and what can be improved?)

**2.** Can you put into words which of your colleagues you find it easy to collaborate with and why?

**3.** Can you put into words who you find it more difficult to collaborate with and why?

**4.** What do you think is needed to create a culture where we feel good socially together and become better at cooperating?

**5.** What should each of us do in the coming months to increase the feeling of a good social atmosphere?

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for the team meeting.

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## **Good questions** for your team meeting.

**1.** What does having good relationships with each other and having a good social atmosphere in our team mean to you?

**2.** When are we good at social things and at creating a space for good social relations?

**3.** When are we not good enough to demand a room for good social relations and create a good social atmosphere?

**4.** What do we need to do better in our team so that we have strong relationships with each other and a good social atmosphere?

**5.** What do you need from me to help with this?

**6.** What do you need from each other?



# Support.

reflection questions for managers.

**ZOIOS**

## **Typical root causes** for a low score.

### **1. Lacking presence of the leader.**

The employees' leader is not present enough on a daily basis.

### **2. Lack of structure for 1-on-1's.**

The employees' leader hosts too few 1-on-1 conversations with them.

### **3. Missing professional sparring.**

Employees lack a professional sparring partner.

### **4. Insufficient collegial support.**

Employees are not good enough at supporting each other in difficult situations.

### **5. Missing feedback.**

Employees lack feedback from their leader or from each other.

## **Good questions** for you as a manager.

**1.** What do you think are the primary reasons why your employees feel they need more support and sparring?

**2.** Which of the typical root causes could it be? (left side of the card).

**3.** If you talked to your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees get good support and sparring in their work?

**5.** If you look 2-3 months into the future and imagine that your employees feel to a greater degree that they get good support and sparring, and that you therefore score high on support in Zoios: What has happened in those 2 -3 months to achieve it?

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**Support.**  
for the 1-on-1 conversation.

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## **Good questions** for your 1-on-1 conversation.

**1.** In which situations do you find that you get the support and sparring you need?

**2.** In which situations do you feel that you lack support/sparring?

**3.** To what extent do you feel that we support and spar with each other in the team?

**4.** What do you think is needed to create an even stronger dynamic and feeling of support here in the team?

**5.** What do we each need to do in the coming months for you to get the support you need (from the team and from me as a manager)?

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for the team meeting.

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## Good questions for your team meeting.

**1.** What does support mean to you?

**2.** In which situations are we good at supporting and sparring with each other?

**3.** In which situations are we not good enough to support and spar with each other?

**4.** What do we need to get better at doing in our team so that we get better at supporting and sparring with each other?

**5.** What do you need from me so that you feel to a greater extent that you are getting the necessary support and sparring?

**6.** What do you need from each other?



# Mindful.

reflection questions for managers.

**ZOIOS**

## **Typical root causes** for a low score.

### **1. Overload.**

Employees feel that they have too many tasks compared to the amount of time they have.

### **2. Misaligned expectation.**

Employees feel that there is uncertainty/disagreement about what is expected of them.

### **3. Lack of influence.**

Employees feel that they do not have enough influence over the tasks or responsibilities they have.

### **4. Demanding stakeholders.**

Customers or other stakeholders demand too much of the employees.

### **5. Draining tasks.**

Employees perform too many tasks that drain them of energy.

## **Good questions** for you as a manager.

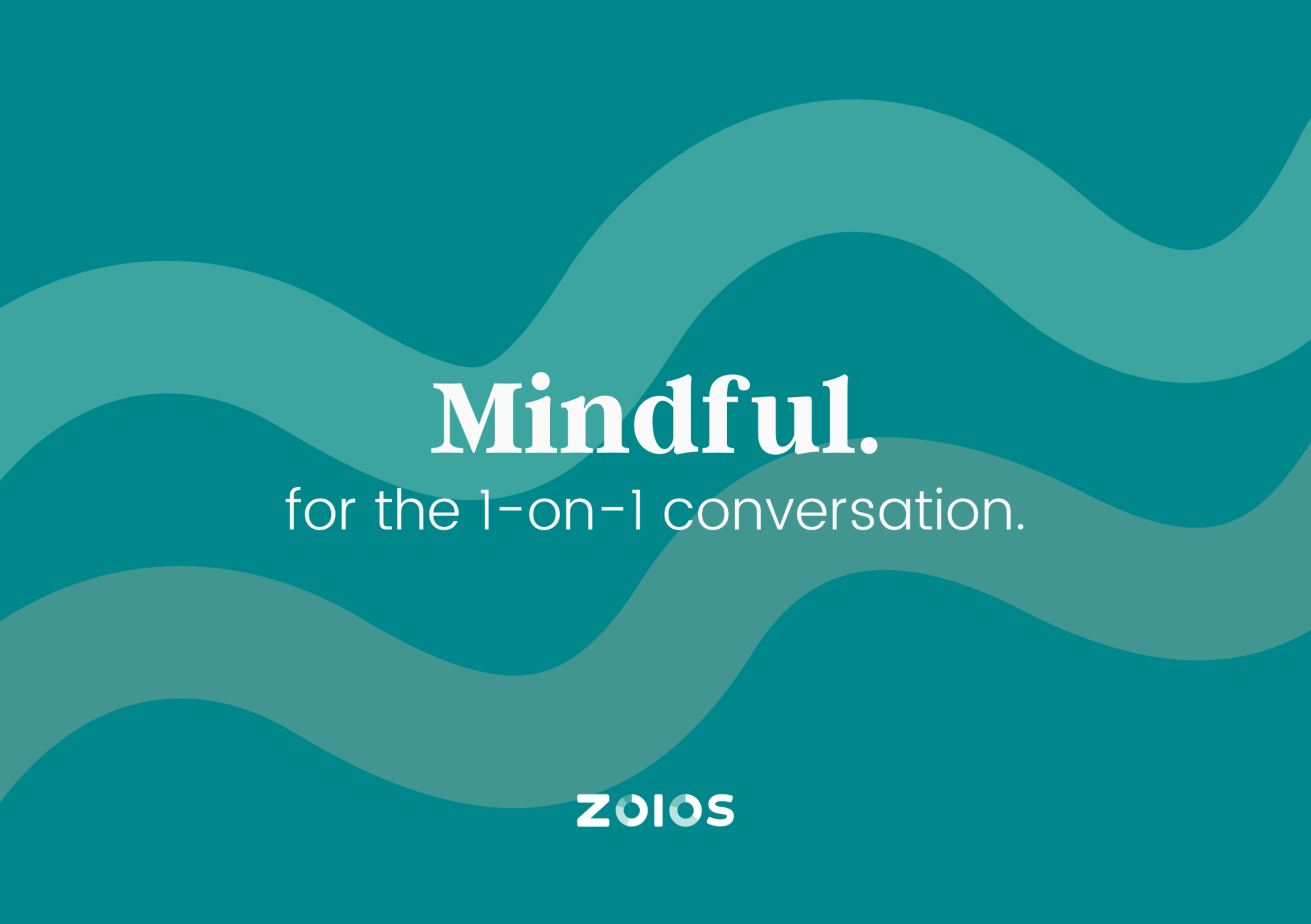
**1.** What do you think are the primary reasons your employees are feeling relatively stressed/pressured at the moment?

**2.** Which of the typical root causes (left side of the card) could it be?

**3.** If you were to talk to your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees have a chance to be in a healthy state of mind?

**5.** If you look 2-3 months into the future and imagine that your employees feel like they are in a better state of mind, and you are scoring high on Mindful in Zoios: What has happened in those 2-3 months to achieve that?

The background of the entire image consists of several overlapping, wavy, horizontal bands of different shades of teal and turquoise. The waves are smooth and fluid, creating a sense of movement and depth. The colors range from a deep, dark teal to a lighter, almost white turquoise.

# Mindful.

for the 1-on-1 conversation.

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## **Good questions** for your 1-on-1 conversation.

**1.** In which situations do you feel confident and calm that you will be able to solve your tasks?

**2.** In which situations and with which tasks do you typically feel pressured?

**3.** What is it that makes you feel pressured in these particular situations? (difficulty of tasks, lack of influence on the results of tasks, number of tasks, a problematic relationship with a colleague?)

**4.** What can your colleagues do to support you?

**5.** What should you and I do in the coming months to get a handle on this?

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for the team meeting.

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## **Good questions** for your team meeting.

**1.** What does it mean for you to feel pressured or stressed?

**2.** What positive actions are we taking to reduce pressure and stress in our team which then contributes to a better state of mind?

**3.** What can lead us to feel overly pressured or stressed?

**4.** What should we improve within our team to gain a better state of mind and reduce pressure and stress?

**5.** What do you need from me to avoid excessive pressure and stress and to achieve a better state of mind?

**6.** What do you need from each other?



# Work-life.

reflection questions for managers.

**ZOIOS**

## **Typical root causes** for a low score.

### **1. Overtime.**

Employees feel that they have so much work that they have to spend many hours in the office or take work home.

### **2. Blurred boundaries.**

Employees feel that it is expected that they respond to emails and other work-related tasks during times when they do not think they should work.

### **3. Misaligned expectations.**

Employees miss expectation alignment with their leader about how much work is required.

### **4. Lacking flexibility.**

Employees miss flexibility in work hours and location.

### **5. Trouble setting boundaries.**

Employees are afraid to set boundaries for how much they want to work.

## **Good questions** for you as a manager.

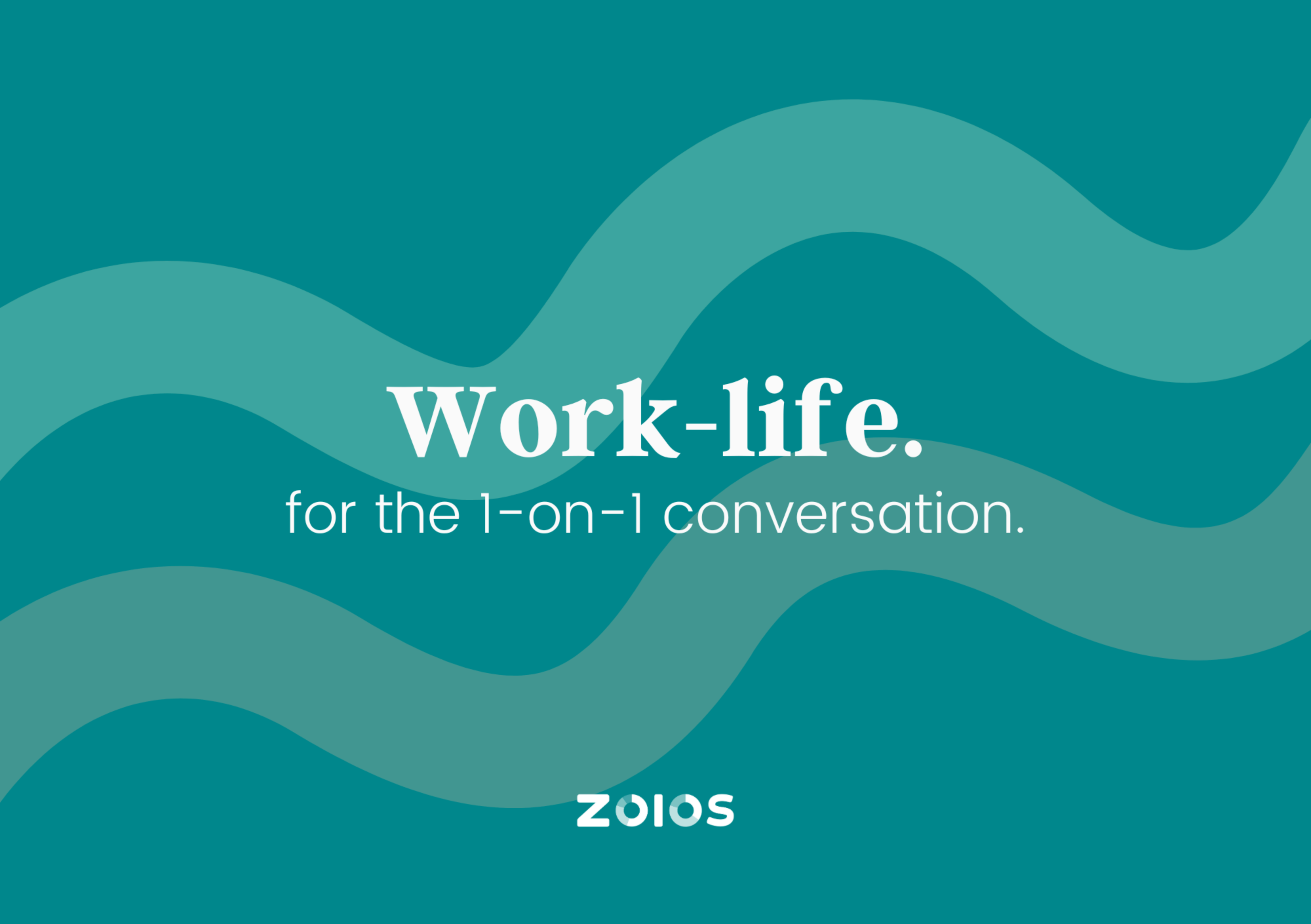
**1.** What do you think are the primary reasons why your employees feel they do not have a good balance between work and free time at the moment?

**2.** Which of the typical root causes could it be? (left side of the card).

**3.** If you talked to your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees have a good balance between work and free time?

**5.** If you look 2-3 months into the future and imagine that your employees feel to a greater extent that they have a good balance between work and free time, and that you therefore score high on work-life in Zoios: What has happened in the 2-3 months to achieve it?

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for the 1-on-1 conversation.

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## **Good questions** for your 1-on-1 conversation.

**1.** What does a good work-life balance mean for you?

**2.** How do you experience the balance you have between time at work and time outside of work?

**3.** How do you experience the flexibility in relation to your work?

**4.** To what extent do you feel that the culture we have in the team allows you to achieve the balance you want between working hours and free time?

**5.** What should each of us do in the coming months to create a good work-life balance for you?

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for the team meeting.

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## Good questions for your team meeting.

**1.** What does it mean to you to have a good work-life balance?

**2.** What already works well for us to create a sense of good work-life balance?

**3.** In which ways do we not succeed in creating a good sense of work-life balance?

**4.** How should we handle the things are not good at in relation to having a good balance?

**5.** What do you need from me so that you feel to a greater extent that you have a good work-life balance?

**6.** What do you need from each other?



# Recognition.

reflection questions for managers.

**ZOIOS**

## Typical root causes for a low score.

### **1. Insufficient amount.**

Employees feel that they are rarely recognized for the work they do.

### **2. Lacking compensation.**

Employees feel that they receive unfairly low salaries or general compensation compared to their efforts and contributions.

### **3. Missing feedback.**

Employees do not receive enough feedback to know if they are doing well.

### **4. Inadequate way of recognizing.**

Employees do not feel that they receive recognition in the desired way.

### **5. Focus on errors.**

Employees feel that there is more focus on mistakes than successes.

## Good questions for you as a manager.

**1.** What do you think are the primary reasons for lack of recognition in your team right now?

**2.** Which of the typical root causes could it be? (left side of the card).

**3.** If you talked to your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees feel seen, heard and recognized for their work?

**5.** If you look 2-3 months into the future and imagine that you have got a good recognition culture and score high on recognition in Zoios: What has happened in the 2-3 months to achieve that?

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**Recognition.**  
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## Good questions for your 1-on-1 conversation.

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**2.** In what situations do you feel recognized for your work?

**3.** In which situations do you not feel recognized for your work?

**4.** What do you need from me to feel more recognized for your work?

**5.** What can you do yourself to help create a good recognition culture in our team?

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## Good questions for your team meeting.

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**3.** In which situations do you not feel recognized for your work?

**4.** How do you think we can become better at recognizing each other in our team?

**5.** What do you need from me to feel more recognized for your work?

**6.** What do you need from each other?



# Optimism.

reflection questions for managers.

**ZOIOS**

## **Typical root causes** for a low score.

### **1. Job uncertainty.**

Employees are afraid that they themselves do not have a place in the company in the future.

### **2. Management skepticism.**

Employees are critical of management decisions, strategic direction, or lack of transparency.

### **3. Hopelessness.**

Employees are facing critical dilemmas or challenges that they do not believe can be resolved in the foreseeable future.

### **4. Lack of psychological safety.**

Employees experience a low level of psychological safety.

### **5. Lack of community.**

Employees lack a feeling of succeeding collectively.

## **Good questions** for you as a manager.

**1.** What do you think are the primary reasons why your employees do not feel optimistic at the moment?

**2.** Which of the typical root causes could it be? (left side of card).

**3.** If you talked to your team about it, what do you think they would say it's about?

**4.** What are you already doing to ensure that your employees feel secure and optimistic?

**5.** If you look 2-3 months into the future and imagine that your employees feel more optimistic and that you therefore score high on optimism in Zoios: What has happened in the 2-3 months to achieve that?

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**Optimism.**  
for the 1-on-1 conversation.

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Employees experience a low level of psychological safety.

### **5. Lack of community.**

Employees lack a feeling of succeeding collectively.

## **Good questions** for your 1-on-1 conversation.

**1.** What can make you calm and optimistic about the future of the company and/or your own role?

**2.** What can make you uncertain about the future of the company and/or your own role?

**3.** To what extent do you think a clear direction has been set for the team?

**4.** What do you need from your team to feel more optimistic about your own role and/or the company's future?

**5.** What should each of us do in the coming months to increase optimism and a sense of security for you?

A stylized graphic of a hand with fingers spread, rendered in a teal color. The hand is positioned behind the text. To the left of the hand, there are two overlapping circles: a larger dark teal one and a smaller tan one. The background is a solid light teal color.

**Optimism.**  
for the team meeting.

**ZOIOS**

## Typical root causes for a low score.

### **1. Job uncertainty.**

Employees are afraid that they themselves do not have a place in the company in the future.

### **2. Management skepticism.**

Employees are critical of management decisions, strategic direction, or lack of transparency.

### **3. Hopelessness.**

Employees are facing critical dilemmas or challenges that they do not believe can be resolved in the foreseeable future.

### **4. Lack of psychological safety.**

Employees experience a low level of psychological safety.

### **5. Lack of community.**

Employees lack a feeling of succeeding collectively.

## Good questions for your team meeting.

**1.** What does it mean for you to be optimistic about the future when you go to work?

**2.** Under what circumstances do you feel very optimistic and secure?

**3.** Under what circumstances do you not feel optimistic or secure?

**4.** What do we need to do better in our team to increase the feeling of optimism and security?

**5.** What do you need from me to become more optimistic and confident about the future?

**6.** What do you need from each other?