
Listening Session Planning Guide

Prepare, run, and follow up on structured employee feedback sessions that surface real operational problems.

Before the Session

- Identify groups: 3–5 people, same role or department per session
- Schedule 45–60 minutes per group during work hours
- Choose a facilitator who is NOT the direct supervisor or owner
- Book a private space — not the owner's office
- Communicate purpose to the team: improving operations, not evaluating individuals
- Set ground rules: confidential themes (not quotes), no attribution, no retaliation

Sample Questions by Operational Area

Choose 6–8 questions per session. Don't try to cover everything in one sitting.

Knowledge & Documentation

- When you need an answer to a policy or procedure question, where do you look first?
- How often do you have to ask a colleague for information you think should be written down?
- What's the hardest thing for a new hire to learn in your role?

Software & Tools

- Which tool or system causes you the most frustration in a typical day?
- Are there workarounds you've built because the software doesn't do what you need?
- If you could change one thing about how your tools work together, what would it be?

Communication

- How do you find out about changes to policies or procedures?
- When something urgent happens, do you always know who to contact and how?
- Is there information you need regularly that's hard to get?

Workflows & Processes

- Walk me through a [maintenance request / lease renewal / move-out]. Where does it get stuck?
- What's something you do every week that feels like a waste of time?
- If you could fix one process tomorrow, what would it be?

General

- What's the best part of working here? What keeps you?
- What's the one thing that, if it changed, would make your job noticeably better?
- Is there anything you've wanted to bring up but haven't? Why not?

After the Session

- Compile notes by theme, not by person — protect confidentiality
- Identify patterns: what came up more than once across sessions?
- Separate valid operational concerns from individual preferences
- Rank issues by impact (how many people affected, how much time/money lost)

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- Within 1 week: communicate themes back to the team
- Within 2 weeks: make the first visible change
- Within 30 days: share what was acted on, what's planned, and what won't change (and why)
- Schedule follow-up sessions in 60–90 days

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