Weekly10

Managing the move to Weekly10

Introducing your people to Weekly10 and a more continuous approach to feedback and performance

Your steps to succeeding with Weekly10

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What is Weekly10

Our philosophy and how it helps your people to take control of their own performance through frequent feedback

The Weekly10 philosophy

All-in-one, real-time engagement and performance conversations

At the heart of Weekly10 is a simple ethos: frequent feedback and communication are key.

Managers and leaders have an overwhelming choice of tools and processes by which to manage, But sometimes the simplest things are the most effective. When it comes to driving performance, measuring wellbeing and keeping people engaged at work, a little feedback goes a long way. That's because employee engagement and performance management are both feedback processes.

But managers are often fearful about giving open and honest feedback. That could be because they've had no training and don't know how to give feedback. Or that they themselves aren't clear about company direction and don't want to look out of touch, or get something wrong.

The employee could also be uncomfortable having these conversations, often due to a lack of practice, trust or rapport. Or perhaps they think *what's the point, no-one does anything with this feedback anyway.*

That's why our continuous feedback framework makes such a huge difference.

Frequency and openness are key to effective workplace feedback. By sharing information honestly and often, we build trust, rapport, engagement and ultimately, long-term success.

Weekly10 was born through a manager's frustration

Our Founder and CEO Andy Roberts was fed up with the way performance reviews were a box-ticking exercise. They were led by HR, not managers and their teams. Taking part was more important than the outcome. He also found it tough to check-in with his team of 50 developers working around the world in different time zones. This meant keeping people engaged, happy and on task wasn't as easy as he felt it could be. So, he did what any developer does. He wrote his own software to fix it.

That's what makes Weekly10 different. It's built for employees, not just HR.

How Weekly10 works

Our approach is all about keeping things simple and building healthy workplace habits. The Weekly10 check-in is the centre point of it all. With it, managers can collect, give and share frequent feedback on the key topics that really matter. Issues get resolved earlier, successes get celebrated wider and key information gets passed to the right person sooner.

Goals (or OKRs) are also managed through the check-in, with timely updates on progress, appropriateness and blockers. With frequent updates on performance coming in from the teams, alignment and success rates are boosted greatly.

With all this employee feedback, performance updates and manager interaction, we can power better 1:1s, performance conversations, employee development programmes (and so much more!).

6 pillars of Weekly10

Weekly10 gives employees a framework to drive their own personal and professional development. It has everything they need to support and evidence incremental changes over time. All underpinned by a simple 10-minute check-in. This means strategic decisions can be made quickly based on real time facts (not hearsay) culture improves, and so does business performance as direct result.

Self reflection and focus

Employees answer set questions which encourages regular self reflection.

They can also update their goals too. This keeps them focused and acts as a reminder of what their key priorities should be. It's a way to realign.

All check-in history can feed into performance conversations, saving up to 90% of the prep work ahead of their next 1:1.

Frequent feedback

Managers provide timely feedback to their employee's check-in. This helps their team members to feel seen and heard but also encourages incremental on-going improvements.

Managers get a consistent view of their team performance and can intervene earlier before certain things escalate.

Recognition and visibility

Weekly10 emphasises the importance of recognition (through mentions) and visibility (through pass-ups and pass-across). These have clear and direct impacts on employee engagement and development.

Continuous performance

We're advocates of the little-but-often approach to performance. Think of it like the 1% rule.

Regular check-ins cover day-to-day successes and challenges.

 Employees get regular feedback in a structured way. Because of this, 1:1s become easier, more strategic, and future focused.

Performance conversations become more beneficial by powering further self-development but also act as a way of realigning to strategic company goals. .

Agile goal-setting

SMART Goals and OKRs set clear expectations. We know where we're going and how we'll be measured along the way.

Goal-setting underpins top notch performance management. It keeps your people focused and on track. And allows your people to operate autonomously – a core pillar of employee engagement.

Data insights drive decisions

Check-ins feed AI-driven engagement and sentiment insights. This enables strategic business decisions to be based on real time facts not hearsay.

You don't need to run specific surveys. Your people can tell you how they feel every time they check-in.

Blend performance data with sentiment to identify attrition risks, or managers who need support.

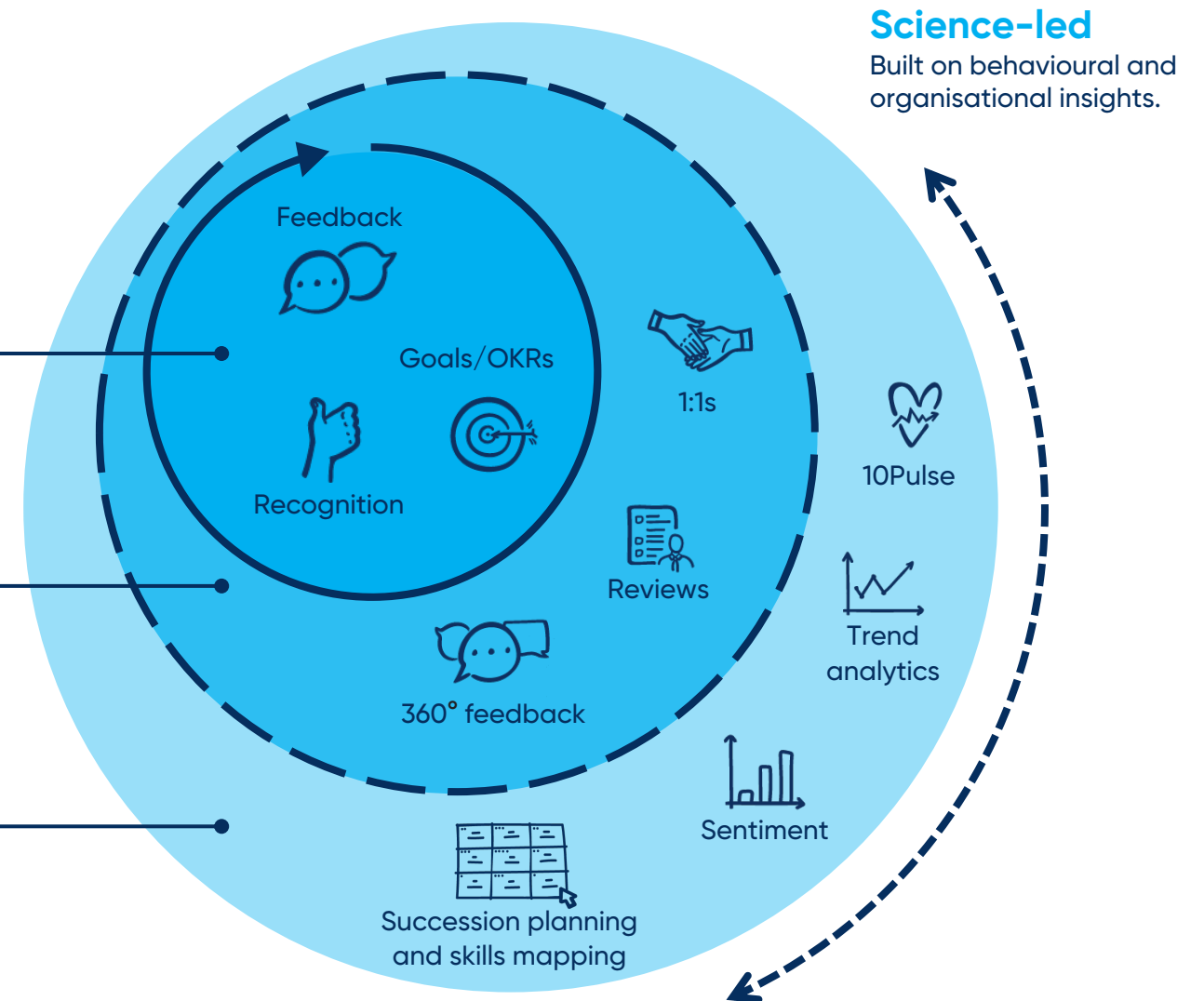# The framework to have better conversations

Feedback that drives engagement
The Weekly10 check-in gives employees and managers a flexible feedback framework.

Clear and impactful performance conversations
Performance and goal-setting becomes part of everyday employee <> manager conversations.

Insights
Analytics and dashboards give accurate engagement, performance, and talent insights.

Science-led
Built on behavioural and organisational insights.

Feedback

Goals/OKRs

1:1s

10Pulse

Recognition

Reviews

Trend analytics

360° feedback

Sentiment

Succession planning and skills mapping

Frequent feedback

How to build the right culture, how to give feedback effectively, and the FASTT feedback framework

An effective performance conversation cycle is underpinned by frequent feedback
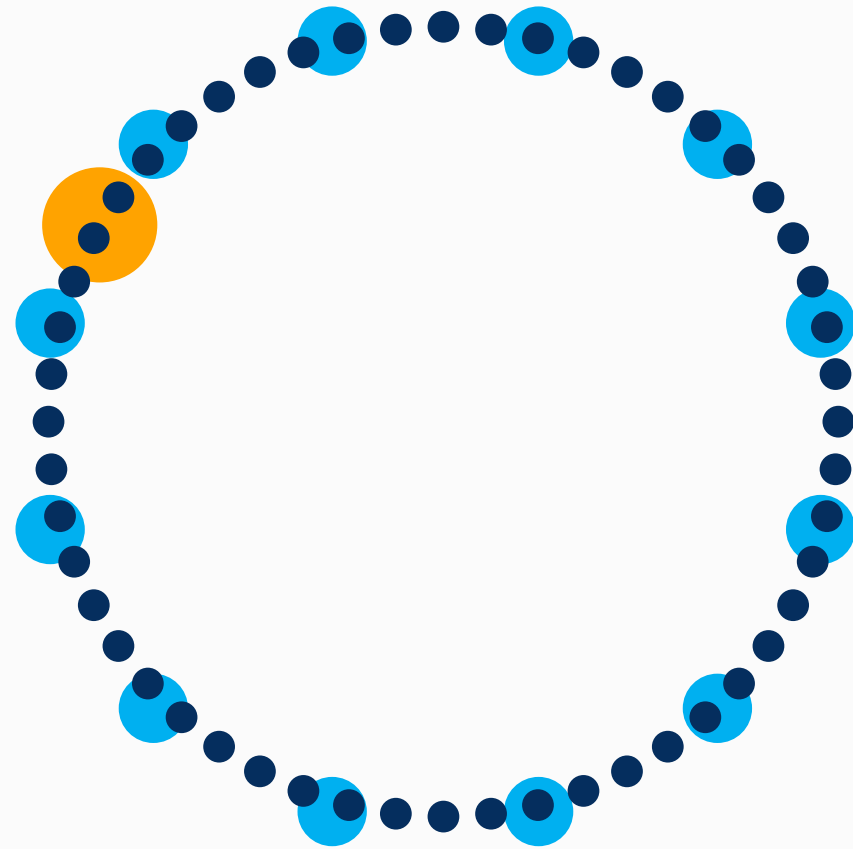
Employee check-ins
- Focus on everyday performance
- Day-to-day issues raised and addressed
- Regular personal reflection
- Goals stay front of mind

1:1 conversations and goal-setting
- Reflective feedback
- Future focus
- Align/re-align to goals
- Personal and professional

Annual retrospective or review
- Reflection and forward planning

10 steps to embrace frequent feedback

01 Don't force it

Making new feedback processes mandatory may feel like the right thing to do, but positive psychology tells us that forcing people to take part in certain behaviours makes it less likely to work. You want people to understand the true value and benefits of the process for them. You need them to want to adopt the new way of working, not be forced in it, so ensuring the best possible introduction is key.

02 Address concerns before they escalate

People are often resistant to change and moving to a more regular and open approach to feedback is no exception. People may well have genuine and fair concerns about being more open and transparent, so it's important to listen to their concerns. Discovering potential roadblocks upfront will also allow time for you to better manage expectations and avoid these fears derailing the roll-out.

03 Be open from the start

When introducing Weekly10 to your teams, be open and honest about how the platform works. Also share what you hope to achieve in the first 30 days, as well as the following three, six and 12 months.

Explain why it's important for your people first, and company second.

04 Replace anonymity with transparency

Keeping things anonymous can feel like having a safety net under you when sharing feedback.

But what it really does is weakens the usefulness of feedback, erodes accountability and shows mistrust. As much as possible, keep feedback processes open and owned.

05 Practice giving and getting feedback regularly

It may be cliché but when it comes to improving attitudes and habits around workplace feedback, practice does make perfect.

Research shows that the more we practice the less anxiety we feel about giving and receiving feedback. We also feel happier when doing it and see more direct benefit.

Frequency is also key to keeping feedback effective. That's because the longer we wait to share our thoughts, the less impact it has on the person and outcomes.

06 Share and celebrate wins with your stakeholders

Recognition is a powerful tool in getting people to build and participate in feedback.

Highlighting the good work people are doing on a regular basis not just within their own teams, but company wide helps strengthen their commitment to it. It also helps to drive overall employee engagement and both personal and professional development.

07 Promote the benefits of frequent feedback

To really grow and maintain employee support for any new feedback process, it's vital you promote the tangible benefits for your people. It's not enough to talk about growing engagement or strengthening communication.

Show them how specific pieces of feedback have led to changes that make their lives easier/more enjoyable/more rewarding.

08 Encourage managers to participate

The role of the manager is often underplayed and overlooked. The truth is managers are critical to the success of any company culture that values feedback. They are the people who your teams see every day and turn to first.

Managers need to embrace frequent feedback practices and should fully understand the key part they play in making it beneficial for everyone.

09 Change your Weekly10 check-in questions often

Any feedback process can feel stale if it never changes. This can lead to disengaged and demotivated employees.

Ask a small number of core questions consistently to help you baseline things like engagement and sentiment. But it's important to swap out flexible questions to keep the process fresh.

10 Reflect and realign continually

t's important to reflect and review your progress often. The Weekly10 check-in is the perfect tool to support doing this regularly, but it's also important to arrange more specific pause points through the year to look at things with more focus.

As an example, a quarterly conversation is the perfect opportunity to look back at how things have gone, address any concerns and define what exactly you want to focus on and achieve next.

How to give better feedback using Weekly10

Weekly10 facilitates great conversations (digital and in-person) between managers and their team. Central to that is the quality of feedback managers give to their people when reviewing employee check-ins. This cheat sheet shines a light on some of the best ways you can maximise the impact of feedback on your people.

Aim for an 85% check-in rate

Encourage your people to check-in as often as possible.

Sharing feedback often allows people to get the support they need more often, but also means they are being heard and feeling valued.

Aim for a 95% review rate

Aim to review 95% of check-ins submitted.

Nothing kills morale and participation faster than being ignored.

Your people have made the effort, so acknowledge this, more importantly, provide support through feedback.

Comment often and FASTT

The most important thing any manager can do is respond.

Feedback effectiveness drops drastically after day 5, and is pretty pointless from day 10 onwards.

Your only excuse for delaying feedback is if you're on holiday! But your people should still check-in as it'll give you a quick snapshot of their progress while you've been off.

Use the FASTT framework on the next page

Likes show you've seen it

Perfect for a quick acknowledgement when no comment is needed. Use sparingly.

Goals show performance

Pay attention to goal updates in your employee's check-in.

Are they still relevant or do they need adjusting? Are they on track or do they need support?

For anything that needs deeper exploration, book in a 1:1 meeting.

Pass-ups offer visibility

A powerful tool for employee visibility.

Pass up big wins or tricky challenges to your own senior leaders. Especially if there's a theme emerging that they need to know about.

The FASTT feedback framework

| **F** | **A** | **S** | **T** | **T** |

Frequent

Research shows feedback is less effective at changing behaviours if it's more than 2 weeks after an event.

Give feedback at least once a week for maximum impact.

Appropriate

Feedback needs to be framed positively. So focus on improvements, be tactful and offer guidance that's simple to follow.

Take the lead from your employee. How do they prefer to receive feedback?

Specific

Feedback must be related to observed behaviours, performance, or against a clear and measurable goal.

Be sure to include clear expectations, what wasn't quite right and plans for improving.

Transparent

Honest and open feedback is the only way to impact future performance. It also helps build trust within your team when everyone knows they're able to speak freely.

Lead by example by being open and honest.

Two-way

Feedback needs to flow down and up the chain of command. Great managers request feedback from their people (and listen to it). As well as giving it out.

Ask what you could do better to support your people or remove blockers.

Weekly10

Employee recognition

The psychology of recognition, the relationship between recognition and retention, and how to deliver recognition effectively

The science behind employee recognition

Humans crave recognition

Maslow's Hierarchy of Needs tells us that we need to be appreciated and feel that we belong. In simple terms, we want to be appreciated and recognised for our accomplishments.

We need to know that our contributions are valued. And without this recognition, we begin to feel our hard work has no purpose. And without purpose, we feel unappreciated, undervalued, and unmotivated.

These needs are well met through recognition.

78%

of employees would **work harder** if they had more recognition

21%

increase in **productivity** when an employee feels engaged with their work

28%

lower levels of employee frustration in companies with recognition programs

12x

more likely to have strong business outcomes with frequent recognition

Dopamine and serotonin

Humans are wired to crave connection, belonging, and acceptance. When we experience appreciation and gratitude, our brains release dopamine and serotonin.

These are crucial neurotransmitters responsible for making us feel good, regulate our emotions, and respond to stress. Gratitude acts as a catalyst for these neurotransmitters. And actively experiencing gratitude and appreciation allows us to manage our stress levels better.

Feeling and expressing gratitude activates several parts of the brain. Verbalising thoughts of appreciation and gratitude activates the prefrontal cortex, which is responsible for positive emotions and decision-making, as well as reward and motivation.

The more we practice expressing appreciation, the more we activate these gratitude circuits in our brain. Overtime, it takes less effort to stimulate those pathways.

Scientists also suggest that by activating the reward centre of the brain, gratitude exchange alters the way we see the world and ourselves.

When we give and receive thank you notes, our brain automatically produces motivational thought patterns. This means that practicing recognition in the workplace improves employees' mental wellbeing and increases their motivation to contribute value to their organisation.

The relationship between recognition and retention

Think about the last time you put your heart and soul into a project or presentation, moulded it into something you were proud of, and absolutely nailed the execution. That feeling of accomplishment is uplifting, but it's multiplied exponentially when others take notice. The simple act of acknowledging achievement is a major boost for employee morale and performance. And that's why employee recognition is so critical.

When employees are rewarded for their contributions, they feel a sense of ownership and pride, but are also willing to work just as hard, if not hard on their next project. This recognition further connects them to the organisation, elevates their performance and increases the likelihood they'll stay.

For example, organisations with formal recognition programs have 31% less voluntary turnover than those that don't. And they're 12x more likely to have strong business outcomes.

But why is recognition like a simple thank you so impactful?

Employee recognition promotes positive psychological functioning and its absence worsens it. Feeling unappreciated affects not only your emotions, but also how you think and act. It's no surprise that a lack of appreciation can influence your mental health and contribute to things such as burnout and even depression.

If others ignore what you do for them, it can feel devastating. You might start to wonder why you bother putting effort into a task, or you lose sight of how your work contributes to your team's goals.

In a UK study, 78% of respondents said they would work harder if they had more recognition. In that same study, 94% said that employee recognition is critical in retaining talent. One solution to keeping your employees is simple — recognise them.

31% lower voluntary turnover with recognition programs in place

#1 lack of recognition is the top reason for people quitting their jobs

94% say employee recognition is critical in retaining talent

53% say they would stay longer in a company if they felt appreciated

Making employee recognition more effective

Delivering effective recognition will look a little different depending on your employee needs and workplace culture. But there are some things every great recognition framework should do. And the Weekly10 check-in is the perfect tool for encouraging more effective recognition. Your people will feel a sense of pride and satisfaction. You can help them feel valued and important. And strengthen their engagement to their work and your organisation.

Be specific

Recognition resonates better when it's tied to a particular accomplishment. Whether that's a big project or helping a colleague to get a task finished on time. When the recognition is detailed and specific, employees understand exactly what they did well and are likely to continue those behaviours in the future.

❌ **Bad example:** Great job at the event this week @Laura

👍 **Good example:** Your confidence has clearly grown @Laura, and it was obvious as you were speaking to the delegates at the event last week.

Be prompt

Recognition months after an event will have your people think that you're simply going through the motions. Your words will hit harder right after an achievement.

❌Bad example: Hey @Laura I just wanted to say well done for running the new starter event back in the summer. It was great.

👍 Good example: That was an excellent new starter event you ran today @Laura. I particularly loved the resources you created about data security.

Tie to company values

When employees demonstrate behaviour that aligns with your company values, don't let it go unnoticed. When you recognise these behaviours, employees are likely to continue them and inspire others to do the same. This actively builds your ideal company culture. You can set up your company values as tags in Weekly10 and use them in recognition to call out behaviours.

❌**Bad example:** Great work with the customer email today @Laura

👍 **Good example:** Brilliant email about platform downtime @Laura. Your honest and open approach sets the tone for what customers can expect to see from us. #customerfocus #initiative

Praise publicly where possible

Often recognition happens 1:1 between a manager and employee. But, when you spread recognition across the company, employees often feel a greater sense of pride knowing that others are aware of their achievements. Plus, employees can see how each individual and team contribution fits into the bigger picture.

❌Bad example: Sending Laura an email to say thank you for her hard work

👍 Good example: Using Weekly10 to @mention Laura and sharing some specific and prompt recognition feedback.

💙 Great example: Setting your Weekly10 recognition question to be shared via a Microsoft Teams (or similar) public channel so that everyone can see the recognition feedback in real-time.

Ways to recognise employees in Weekly10

Direct manager feedback

When a manager provides feedback to a check-in, it signals to your employee that the manager is listening and taking note. This is 1-to-1 recognition and is likely to be the most common form of recognition that happens in your use of Weekly10. Managers should aim to review and respond to 90% or more of check-ins.

360 and peer feedback

360 feedback can be very specific and help personal development, or it can be more general. Usually, it is designed to help with individual development as part of a performance conversation cycle.

Pass ups for visibility

Pass-ups encourage managers to share key updates, successes and challenges up the chain of command. This helps improve both employee visibility and recognition. It also means issues are resolved faster in most cases.

Employees can mark check-in responses as private to prevent this.

Pass across for info sharing

Like Pass-ups, the Pass-across function is all about sharing key pieces of information around the organisation.

However, instead of going up the chain of command, information can be passed to anyone. Perfect for highlighting efforts in a cross-team project or raising challenges with someone more skilled to support.

Employees can mark check-in responses as private to prevent this.

Recognition in check-ins

The check-in is a perfect place to encourage more recognition within your organisation. By asking your people to regularly highlight the good work of others recognition becomes a habit.

Managers and leaders get an increased overview of all the good work going on in real-time but employees also get the visibility meaning they feel a shared sense of pride in their work.

Link recognition to a Teams channel

One of the best ways to share recognition publicly using Weekly10 is by taking the recognition question in your check-in and pushing responses to a public channel on Microsoft Teams. This way not only do individual employees and managers see the recognition, but the whole organisation too.

Anonymity vs Transparency

The pros, cons and how to move away from it

The pros and cons of anonymity

01 👍 Anonymity can lead to more accuracy

If you have a workplace culture where trust is a rare commodity, then it's true that anonymity can help get more accurate insights when requesting and sharing feedback.

If people feel they can't speak freely and openly without repercussion, then anonymity provides a security blanket. This means they can give honest answers more easily and without judgement..

However, the real issue here is the fact that people are fearful of being open and honest. Anonymity is little more than a sticking plaster in this scenario. Prevention is better than cure, and if this sounds like your workplace, then its definitely worth considering improvements to your current culture.

02 👍 Anonymity can lead to more feedback

It's true that keeping things anonymous will generally lead to more feedback coming in. In most cases anonymous surveys have higher participation rates than open ones.

One study found that 74% of employees would be more inclined to give feedback about their company, workload, and culture if the feedback channel was truly anonymous.

But is this a question of quantity versus quality? As we'll show in the next section, the answer is yes.

03 👎 Anonymous equals average

When organisations rely on anonymous feedback processes to inform decisions, they fall prey to the dangerous lore of the average. By erasing the individual perspective, HR and managers don't know what motivates each unique person and instead focus on the most common comments as a solution for everyone.

No-one ever absolutely conforms to the average (or extremely few). Outliers from the average will likely include top performers, key personnel, and influencers. And organisations won't be able to retain them if they've never paid attention to what they had to say.

04 👎 Anonymous encourages hostility

Unfortunately, there are disengaged or unhappy employees who seem to enjoy derailing employee morale. Not improving it or enhancing it. Some may see anonymous feedback processes as an opportunity to settle perceived wrongs. They could use feedback to lead mean-spirited attacks against people they don't like.

As hard as it is to fathom, it's important to realise that all organisations have a few employees who are malicious and who are going to misuse anonymity.

Anonymity reinforces the idea that it's not safe to speak up. It's mistaken for objectivity. It presumes that the people receiving it will interpret it exactly as it was intended. We all know how easy it is to misconstrue tone over email.

05 👇 Anonymous promotes DIStrust

When feedback is shared anonymously it can be harder to take it at face value. In particular, when constructive feedback is received anonymously, it's not uncommon for it to be met with disbelief or its motive being questioned.

Without a clear source, employees and employers alike may jump to conclusions about the motive behind the feedback. Including beliefs that may lead to mistrust or sabotage.

Even when the constructive feedback is minor, its anonymity can still have the receiver thinking more about the source and why it couldn't be shared in person, than the feedback itself. Resulting in a gradual decrease in openness and trust.

06 👇 Anonymous isn't actionable

When specific suggestions for improving an organisation are provided anonymously, it's difficult to put them into action. Without being able to discuss an idea further with the person who suggested it, how do you ensure that you've interpreted it correctly. Or that your solution is the right one?

Another dangerous effect is that anonymous feedback removes employee agency. They encourage employees to upwardly delegate issues, pushing them back up the hierarchy for HR or their functional leaders to handle versus taking appropriate action themselves.

As a result, anonymous feedback gets actioned by people who don't have a complete understanding of the issue and don't know who to turn to for further guidance. It's no surprise then that one-third of employees feel that no-one is listening to their ideas.

07 👇 Anonymous isn't even always that anonymous

Is anonymous feedback really anonymous? Many employee surveys ask such detailed information about the respondent—what department they work in, their general title, their compensation level, how many years they've been with the company—that employees often suspect that managers can easily figure out which replies were from whom.

08 👇 Anonymity is a one-way street

Your people get nothing from anonymous feedback surveys – they give and get nothing directly back. They also don't know where the feedback goes so don't know if it's even worth filling them out.

09 👇 Anonymous supresses talent development

One of the biggest flaws of anonymous feedback is that it doesn't help managers or employees build the skills they need to meet tomorrow's challenges.

To grow and develop, people need opportunities to practice having uncomfortable yet honest conversations about performance. And providing constructive feedback.

For employees, the ability to share openly their experiences and needs as well as hear and accept feedback is an important part of developing their own talent. As is owning the relationship with their boss by advocating for themselves and negotiating with power.

Having uncomfortable or difficult conversations is a skill future leaders need to have, and it must be continually coached, practiced, and refined.

How Weekly10 helps you move away from anonymity

No two businesses are the same. We know that for some, anonymity can feel like a safety net that allows their people to speak freely. For others, they have the right culture of trust and openness that makes anonymity a thing of the past. The latter is where you should strive to be. And we're here to help. Weekly10 is built so that anonymity can be used where required, but our framework is designed to progressively move people away from a reliance on it.

Frequency

The Weekly10 check-in is designed to be a high-frequency, light-touch tool for sharing feedback within your business. One of the major benefits of this cadence is that it builds, shapes, and reshapes habits quickly.

Getting used to speaking freely and without restriction can take some time for some employees. So, a high-frequency approach helps them to adjust rapidly and allows managers plenty of opportunities to support them.

Question flexibility

Not everyone will feel comfortable moving to completely transparent feedback on day one. That's why we have a range of questions to choose from in your check-in question library, with varying degrees of transparency. You can gradually move to more open questions as your people get used to the new way of giving and receiving feedback.

Check-in responses can also be sent to different teams. For example, questions around mental, physical, or financial health can be routed to your Employee Assistance team, by-passing the person's manager completely.

The manager review

The check-in makes feedback two-way. Employees share feedback and managers review and respond.

This encourages managers to build up great relationships with their team members from wherever they are. Employees will feel the benefit of opening up, sharing their true experiences and opinions and in time, the appeal of anonymity will reduce.

Recognition and visibility

Weekly10 emphasises the importance of recognition (through mentions) and visibility (through pass-ups and pass-across). These have clear and direct impacts on employee engagement and development.

But they also help to reduce the lure of providing good feedback anonymously. We all want to see who's saying great stuff about us! And when people get used to this, it opens the door to sharing more constructive feedback openly too.

How to implement transparent frequent feedback

If employee feedback is more than just a tick-box exercise and you truly want to better understand your people, then you and your people should embrace a transparent, two-way approach.

Moving from an anonymous survey to a transparent feedback loop isn't as painful as you might think. There are several things you can do to make the transition successful.

Gather feedback effectively and securely

Weekly10 provides the tools, framework and training required to evolve your approach to feedback. We're here to help you every step of the way too. It enables you to gather meaningful feedback regularly from employees that you can use to make better business decisions. It also helps your employees to get regular feedback – so it's not a one-way street.

Encourage frequent feedback

Practice makes perfect. The more often feedback is shared, the easier it becomes to do. From weekly check-ins between managers and their team members, to 360 degree feedback from peers at strategic times in the year. Employee recognition, ad-hoc feedback and frequent 1:1s are all excellent opportunities to practice sharing open and honest feedback.

Coach managers on how to respond to feedback

Managers are critical to feedback success. 70% of employee engagement variance is down to how a manager responds to their feedback and experiences. When a manager fails to act or responds inappropriately to feedback,, trust is lost, and if employees can't go to leadership with their concerns, disengagement will spread. So, listen actively to what your people are saying, and act appropriately.

Reward employees who champion the process

Such a drastic change in feedback style will be met with some apprehension. However, the best approach is to jump in with both feet. Consider rewarding people who provide useful feedback, or at the very least thanking them and validating their points. Look for ways to demonstrate how you're using feedback to implement positive changes so employees see that it's safe to be honest. When people see the link between sharing open feedback and positive changes in the workplace they are motivated to participate.

Weekly10

People

Your roll-out dream team, stakeholders, and resistors

Your Weekly10 roll-out dream team

All too often employee related projects are "given" to HR. Perhaps this feels instinctive for many business leaders, after all engagement is about people, and HR are the 'people-people' right?

But performance and engagement are two sides of the same coin, and both are fundamentally feedback processes.

In practice this means its a much more holistic affair. To build a workplace culture where employees have the opportunity to become more engaged (and take control of their own performance and development), several key stakeholders need to pull together.

There are 5 key groups of people to involve in your roll-out.

1. The Facilitator: HR
2. The Champions: The CEO and senior leadership
3. The Gatekeeper: IT Team
4. The Implementor: Managers
5. The Benefactor: Your People
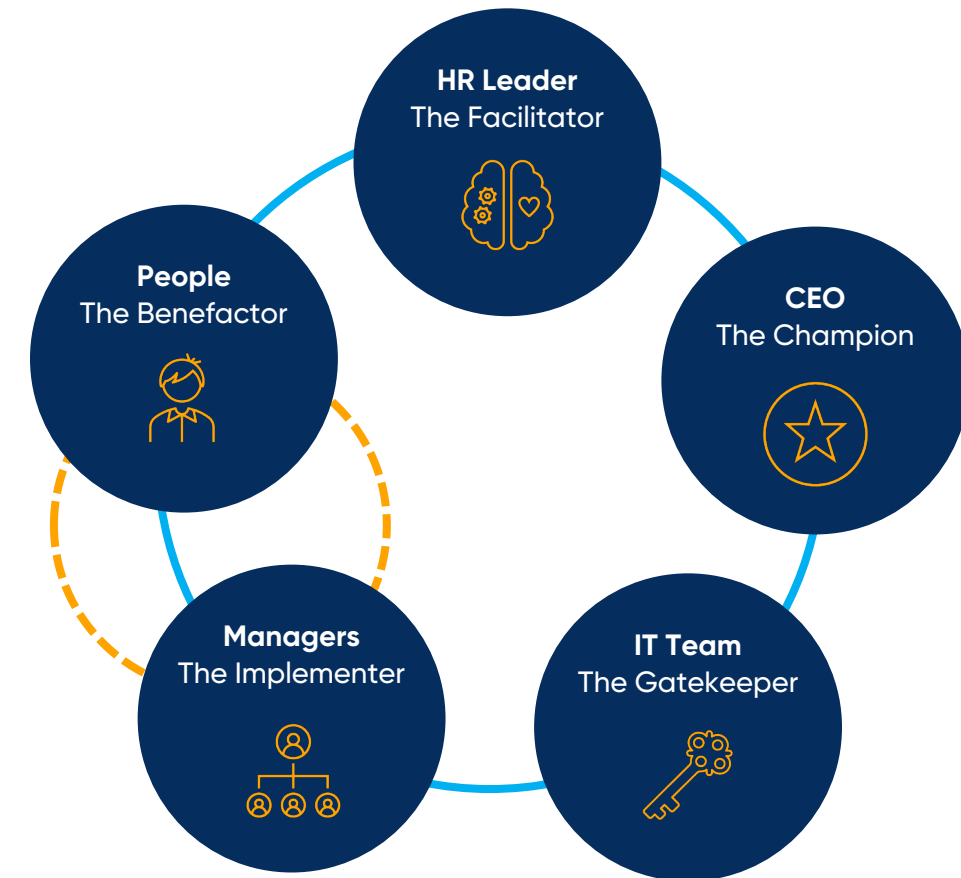
💡 Read more about boosting employee engagement when your workforce is flexible, hybrid or remote working: Employee engagement in a remote working world

HR Leader
The Facilitator

CEO
The Champion

People
The Benefactor

Managers
The Implementer

IT Team
The Gatekeeper

The Facilitator
HR

HR is the conductor, putting the people strategy into action. HR takes ownership of the rollout, ensuring everything runs smoothly, and irons out hiccups.

Responsibilities
- Shape initiatives and processes.
- Hold managers and employees accountable.
- Be the go-to source for information and support on all queries.
- Support managers and leaders with advice and updates.
- Hold training and feedback sessions.

The Champion
CEO and Execs

Organisational leaders need to be advocates. They are the most powerful influencers of a company's culture, and their attitude toward this rollout trickles down and influences every part of the business.

Responsibilities
- Demonstrate an enthusiastic attitude towards the rollout.
- Craft the long-term vision for company culture and success. Including goal setting.
- Communicate changes in strategy.
- Support HR in rollouts and ongoing projects.

The Gatekeeper
IT lead

IT is often the hidden gatekeeper of a successful people strategy. Technology plays an important part in engagement and performance. It's essential then as the custodians of tech, that your IT team is involved from the start.

Responsibilities
- Be familiar with the technology and how it can be rolled out.
- Assist in the rollout of software to maximise capacity in as short a timeframe as possible.
- Support training activities where required.

The Implementor
Managers

As the day-to-day touchpoint for employees, managers are responsible for implementing employee initiatives determined by leadership and HR. They are crucial for this rollout.

Responsibilities
- Develop strong, trusting relationships with each team member.
- Give and encourage open, honest, appropriate feedback using check-ins.
- Recognise and celebrate individual successes through check-ins.
- Work with employees to create and track impactful goals.
- Identify promising individuals ready for new opportunities.

The Benefactor
Your people

Employees need to understand you're rolling out Weekly10 and how it will benefit them. Employees need to be encouraged to share ideas and thoughts without fear of repercussion or being ignored.

Responsibilities
- Provide feedback and updates openly and honestly through their check-in.
- Hold their manager accountable when they don't support their development.
- Seek out development opportunities and learning experiences to facilitate personal growth.
- Provide updates on personal goals, successes and challenges

Looking after your stakeholders

Organisations embark on change continuously, whether by choice or by necessity. However, if not managed effectively, change efforts can cause severe disruption at best, and fail at worst.

Introducing Weekly10 to your organisation is, by definition, a change. Like all change, this process needs to be managed well. Especially your key stakeholders. Understand the stakeholders involved and impacted by the change and address those needs head on to overcome any resistance.
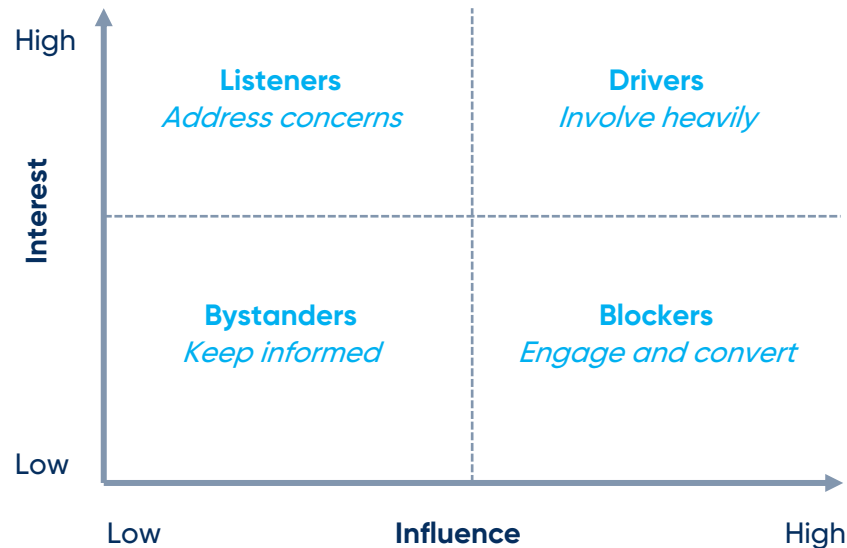
Step 1: Identify and segment your stakeholders

Addressing the needs of your stakeholders starts with understanding who those stakeholders are and identifying the relevant parties of an organisation who are impacted by the change.

With Weekly10, this will be dictated by who you are rolling the platform out to and in what if any stages. In many cases, you may discover that your stakeholders include everyone in your company.

Once all the stakeholders are identified, it is helpful to group these different subsets based on shared characteristics. You'll be able to target key groups with tailored messaging according to their level of influence and interest to the project.

Step 2: Communicate, communicate, communicate

Groups more affected by the change will likely be more interested. Meanwhile, groups with a higher degree of influence over the change process will be more effective champions for the change. With this, change processes can be more targeted towards certain groups based on their level of interest in the change and influence over the change.

Without a stakeholder analysis, it is difficult to offer the right change management process to your employees. This leaves you exposed to high levels of resistance. Let's nip that in the bud now.

High

Listeners
Address concerns

Drivers
Involve heavily

Interest

Bystanders
Keep informed

Blockers
Engage and convert

Low

Low   **Influence**   High

Stakeholder 1: Drivers

Drivers are the stakeholders who have a high level of interest in the project and a high level of influence inside the company. They will most likely be part of the implementation project team.

These stakeholders need to be heavily involved because they have the most potential to influence the success of the project.

This group should express their support for the change outwardly and adopt Weekly10 readily and early. Ensure they understand why you're doing this and are onboard from the start.

💡 **Likely to be:** Key figures from HR, an executive sponsor from the senior team, and a champion manager plus their direct team

Stakeholder 2: Listeners

Next, the stakeholders who are impacted heavily by the change, but do not carry much power over the project or company, are considered Listeners. Specifically, Listeners fall under the high interest, low influence area of the matrix.

These stakeholders are generally those impacted the most by the change, and as such, require consistent and targeted communication and training.

💡 **Likely to be:** Managers and employees

Stakeholder 3: Blockers

It's important to gain the support of Blockers, While not necessarily impacted by the change, they have enough internal sway to derail the process.

What if they don't support the change or think the resources used in the initiative should be spent elsewhere? They may not directly benefit from the change and may be worried about the burden a new system will place on them or their departments.

You must consult with them early on and gain their support. Although Blockers do not necessarily need to be involved in the implementation, open and ongoing communication is necessary to maintain harmony.

💡 **Likely to be:** Underperforming managers or employees. Key members of your IT and finance teams. And if you have respected or long-serving staff members who are known to be resistant to change, they will likely be grouped here too.

Stakeholder 4: Bystanders

These stakeholders aren't heavily impacted by the change and cannot greatly influence it. As this group has low interest and low influence in the change, change efforts can be minimal and passive. Simply focus on keeping this group informed.

If you are rolling out Weekly10 in phases across teams, locations or similar, those who are not being included right away would be bystanders (for now). It's important to keep them up to date, but also to reassign them when the time is right.

💡 **Likely to be:** Everyone not directly impacted by your initial roll-out. These will need recategorizing once you go for the full roll-out. Senior leadership outside the core project team.

Blockers and how to win them over

Why do some people resist change? We're hard-wired to gravitate towards what we already know, it's what we call a comfort zone. But success doesn't happen by doing what we've always done. That's one of the reasons you've chosen Weekly10.

What that means for your people

For employees that means having the initiative to take charge of their own development and success. Having more frequent and honest conversations with their manager about their performance and aspirations. And asking questions when something isn't clear.

For managers that means taking a more active role in coaching their employees with honest feedback. It also means setting super clear expectations and holding people accountable. This helps to build resilience and a growth mindset.

For leaders that means having a clear vision and communicating it with clarity to the whole of the company. It's setting aspirational objectives that all employees can align to. And being transparent about progress and direction.

Overcoming blockers

Like any change project, there will be resistors. Some are obvious and vocal, others are passive. A person's reason for resisting change are sometimes clear and conscious, other times less so. As you roll out Weekly10, you might face one or more of these 10 types of objectors. We help you identify your resistor and give you a key first step action to take convert their mindset.

The Cynic

What's their problem

They believe you have ulterior motives for asking for employee feedback and data. They don't believe a new approach will work.

Favourite saying

"It'll never work"

How to bring them on board

Be honest. Tell them how their check-ins are used, the benefits to them, and the company. Share successes publicly. Tackle any issues or challenges publicly too. Let them see the benefits (and negatives) and how as a team you can resolve anything.

The Nervous follower

What's their problem

They do what their peers do, always looking to others to see what they should do.

Favourite saying

"What do you think about this?"

How to bring them on board

Consider making influential members of staff champions of the process. Ask them to train these Nervous followers.

The Busy preacher

What's their problem

They claim to be too busy to do anything more than they already are, whether true or not.

Favourite saying

"When will I find the time for that"

How to bring them on board

Show them the time-saving benefits of a Weekly10 check-in. It might feel like more work in the short term, but it saves up to 90% of prep and admin time when it comes to performance conversations and 1:1s.

The Secret underachiever

What's their problem

They're underperforming and no one seems to have noticed. They worry they'll be found out.

Favourite saying

"Can we push that meeting back"

How to bring them on board

It's important to communicate that the aim isn't to chastise people but to support them to own their own success and development. Often, underperformers aren't sure on how to improve and are afraid to ask.

The Disengaged coaster

What's their problem

They've checked out and don't really care. They want to do as little as possible to get by.

Favourite saying

"If that's what you want me to do"

How to bring them on board

The first thing is to get them to engage. Thankfully that's what Weekly10 is all about. Have their manager keep a close eye on them during rollout.

The Coasting manager

What's their problem

They landed that promotion and are comfortable. They have no desire to progress further though.

Favourite saying

"It won't work for my team"

How to bring them on board

Show them the benefits for them. All managers love the decrease in prep time for performance conversations. And regular updates from their team also means there's no nasty surprises.

Embedding Weekly10

Change management - the theory and rolling out Weekly10 in practice

The change management process

Kotter's 8 step change management model is a process designed to help leaders successfully implement organisational change.

It's based on research that showed that 70% of change management projects failed. And we suspect that that's sorely under-reported.

There are a scary number of reasons why they often fail to land, including:

- Change, by its nature, is difficult to implement
- The new change is often a bad fit for the organisation/problem at hand
- Employee resistance is often high
- A lack of teamwork and joined-up thinking
- Poor leadership and management
- Rigid workplace cultures that don't allow change to thrive
- Employees can be fearful of new processes and tools
- Stakeholders can suffer from narcissism and overconfidence

The list is seemingly endless. That's why this handbook will help you to succeed.

The 8 steps to successful change management

Kotter outlines eight steps that businesses should take to overcome such obstacles and effectively implement changes, whether big or small.

Following these steps helps prepare and commit to adopting changes effectively.

1. Create urgency
2. Put a team together
3. Create a vision
4. Communicate the vision
5. Remove obstacles
6. Set short-term goals
7. Keep the momentum
8. Make change stick

01 Create urgency

The goal of this step is to prepare employees and to encourage them to participate. To achieve impactful change everyone involved should feel the sense of urgency for change and believe that change is needed for organisation-wide growth.

In the context of Weekly10 make sure you have a clear answer for each of these questions and make them part of your ongoing plans:

1. How will more frequent feedback help us all to succeed?

2. How will more transparency help us all to succeed?

3. How will being more accountable help us all to succeed?

02 Put a team together

This step focuses on creating a strong team with all the necessary skills, qualifications, reputation, connections, and authority to lead change initiatives and influence stakeholders.

Your team needs to:

- Understand why the change is necessary and be fully onboard

- Understand the team's mission and purpose, as well as the objectives it is striving to achieve.

- Know each other's roles and responsibilities, and inter-dependencies. Working closely throughout the change process.

- Have clear systems and processes in place for tracking progress, making decisions, monitoring issues, and resolving disagreements. Have clear communication channels

💡 Head back to the People Section of this roll-out guide for some tips on who should be in your team and why.

03 Create a vision

This is an important step which encourages buy-in by presenting an achievable picture of what success will look like. Here's how to establish a clear and appealing vision:

- Align the project with the organisation's core values and the change initiative. Listen to and consider the suggestions of your people, no matter their position/role.

- Verify that it can be easily communicated and fully understood by everyone. Have an elevator pitch that everyone knows and can repeat. Make sure it's easy enough to explain in less than two minutes.

- Incorporate data like projections, market research, and company trends.

04 Communicate the vision

The goal here is to communicate the vision and strategy in a way that encourages the rest of the company to accept and support the change initiative. Here's what to do:

- Overcommunicate. Take every appropriate opportunity to communicate the vision and reasons for the change. Weekly10 has a number of email templates available to support your initial communications if needed.

- Model behaviours from leadership down. If leadership aren't seen to be walking the walk, then employees are more likely to resist.

- Encourage employees to provide feedback. Freely and honestly address their fears, issues, anger, and concerns. Use the Weekly10 check-in for this: ask a question dedicated to feedback about the rollout.

- To minimise misunderstanding and uncertainty, use simple language while communicating the message.

💡 **There's plenty of email templates to use in our [Knowledge Base here](#).**

05 Remove obstacles

When implementing organisational-wide change, obstacles will come up. Often. Anticipate what these might be and have contingencies in place to avoid them derailing the project. They're likely to be more people-related so have these in your back pocket to keep the roll-out on track and successful.

- Recognise and reward employees who work hard to implement change. You can do this through @mentions during employee check-ins in Weekly10.
- Give employees and managers the training, coaching, and mentoring they need to achieve their best and tackle obstacles successfully.

💡 **Identify your resistors early and bring them into the project team. See the 10 profiles of a resistor in the People section.**

06 Set short-term goals

Change that sticks doesn't happen overnight. That's why it's critical to set short-term goals which you can celebrate throughout the process. This helps to maintain momentum and inspire employees.

Here's what to do:

- Identify achievable short-term wins, such as initiatives to reduce performance review prep time, enhance employee recognition, and boost wellbeing, for example.
- Break the transformation project down into smaller chunks with short-term objectives.
- You can then set these as goals or OKRs within Weekly10 itself
- Encourage other employees by recognising and rewarding individuals who are responsible for these quick wins

07 Keep the momentum

This step is all about keeping motivation and participation high in the early days post initial rollout. Determine what's working well and could therefore be scaled. And what could be improved.

- Experiment with new check-in questions regularly in the early days to see what works well for your people.
- Monitor employee participation and manager feedback rates using your platform analytics. These are good indicators of future success.
- If a certain team aren't completing check-ins, find out why. Support them to make changes that work for them such as changing check-in day or mixing up the questions in their check-in. It could be that their manager isn't bought in.
- If a piece of feedback has led to a significant change or the improvement in the business, highlight it. Show people that their feedback has a tangible impact.

08 Make the change stick

Building habits around any new change is key in making them stick. Support your people to build those habits and you'll be on to a winner.

To make a change stick:

- Identify and embrace your change champions. Which teams are leading the way when it comes to goal-setting or check-in rates? Could they share their best practice or quick wins.
- Make the change meaningful. Managers need to review employee check-ins, share their feedback, and champion their team through employee visibility. Without interaction back from their managers, employees can become disillusioned and hesitant.
- Continue to offer training and support to all your people beyond the initial rollout. And establish these as norms from day 1 for new staff.

Rolling out Weekly10: the best practice way

The Weekly10 check-in

Suggested rollout: Day 1

This underpins your entire performance management and employee engagement efforts.

Check-in history, manager feedback, peer recognition, and goal updates all feed into performance conversations and employee engagement and sentiment insights.

The check-in gets your people used to regular feedback. It's all about incremental change and something we call Everyday Performance.

Link your recognition question responses to a public Teams channel, and see the @mentions rolling in! It'll boost morale and is a quick win because it's highly visible.

Performance conversations

Suggested rollout: Month 3

Automate up to 90% of your performance conversation and use our Microsoft Outlook sync to book all your 1:1 and performance conversation meetings automatically.

Use our library of templates and workflows or create your own to suit each of your departments or teams.

Employees easily pick and choose from their check-in updates and add them into their performance conversation agenda. Managers know what's coming up and can prepare.

Agile goal-setting

Suggested rollout: Month 4

Whether you're using SMART goals or OKRs (or a combination of both), they will help keep your people aligned to the wider company aims.

Goals are automatically added to the employee's check-in to keep them focused on the metrics that matter.

We've got plenty of resources to help with both goals and introducing OKRs.

Data Insights

Suggested rollout: Month 6

From month 4 you'll start to see employee engagement and sentiment insights. These can be sliced and diced to tell you team by team how your people are feeling and performing.

Use this data to coach managers to give better feedback, showcase best practice, identify top talent attrition risks, and more.

Our People Science team is on hand to walk you through all the different ways you can use your employee insights data.

See all features

The Weekly10 check-in: the critical success factor for continuous performance management

A weekly check-in is a quick but structured way to give your manager a snapshot of how your week has gone. It focuses on your day-to-day experiences and progress, but doesn't replace face-to-face discussion.

Instead, it makes your formal 1:1 meetings more effective because they're not bogged down in the daily details. As well as that, it's about you taking time to reflect and record items for your own personal development. It's an opportunity to build your show-reel of achievements, rather than a list of everything you've ever done. It's the critical foundation of every performance conversation you'll have with your manager.
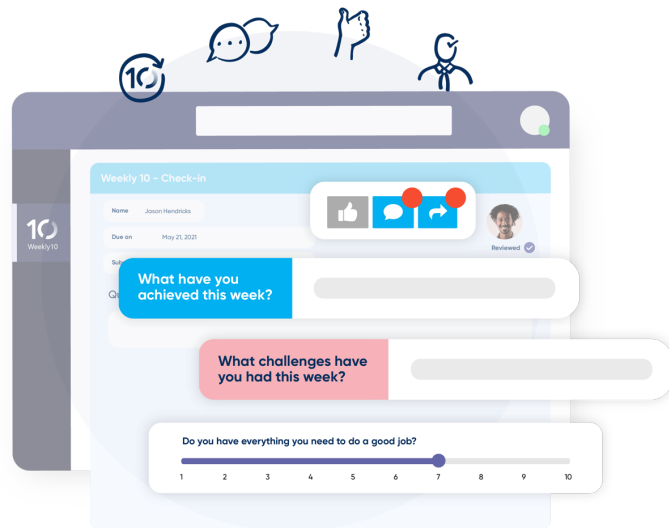
A weekly check-in's like bowling with the bumpers up

So, what is a weekly check-in all about? At its core, a check-in is about two-way feedback. And feedback is the foundation of personal development, engagement, and great performance.

How often have you thought through gritted teeth, 'my manager has no idea what I do?' Or delivered an epic piece of work that's gone completely unnoticed. Or wanted to raise a concern but didn't because there was never a right time. Last year, a survey from The Workforce Institute found that one in three people would rather quit their job than raise concerns. 83% feel that people aren't heard equally, and almost half stated that underrepresented voices aren't valued by their employer.

A weekly check-in encourages people to open up by giving you and your manager a feedback framework. Think of it like bowling with the bumpers up. Whether you've got a stellar boss or a useless lump, when they use Weekly10, they'll have the right process to follow to give you feedback that's actually useful.

Each week you send feedback upwards; your manager then responds with feedback that's specific to that update. That can be a simple like, a comment, or a question to dig deeper. You can then implement that feedback immediately – not 6 months after the fact. It's also private between you and your manager so it won't get accidently forwarded in an email trail.

Next, we cover the steps to rolling out a Weekly10 check-in. It's the critical success factor to continuous performance management.

01 Tell them what's in it for them

Help employees and managers understand what's in it for them. The best argument for any new tool is that it will make your life better because of x, y and z.

For employees, that might mean:

1. Getting more regular feedback from your manager to help you improve and develop
2. Raising concerns as they happen rather than waiting for your next 1:1 so they are resolved quicker
3. Sharing your successes regularly so you get the credit you deserve
4. Building a body of evidence over time so you don't need to spend as much time prepping for performance reviews
5. Understanding how the work you deliver directly influences team, department, and company objectives
6. Feeling valued because your contribution is seen and recognised by your peers
7. Seeing that your manager is championing you to their manager and beyond
8. The feedback you give leads to actions rather than getting lost in an inbox
9. Knowing that your manager is following the same feedback framework as others
10. Having the time and space to reflect on your week

For managers, that might mean:

1. Knowing what your people are achieving each week
2. Resolving your employee's concerns as they happen rather than letting them escalate
3. Supporting underperformers with timely, targeted feedback
4. Giving credit when it's due when your people are overachieving
5. Spending up to 90% less time prepping for performance conversations because there's a body of evidence already built up
6. Seeing how your people's work directly influences team, department, and company objectives
7. Feeling valued because your contribution is seen and recognised by your peers
8. Championing your superstars up the org chart for talent mapping and succession planning
9. Having a consistent way to provide feedback to your team
10. Having the time and space to reflect on your own achievements

02

Make sure managers review their team's check-ins

Managers are your secret sauce in driving participation and therefore long-term success with any check-in tool.

Nothing kills participation more than an employee sharing some rich and honest feedback only for their manager to ignore it. A simple 'like' or thoughtful comment added to an employee's check-in shows their feedback is valued.

The frequency with which managers review their employee's check-ins is directly linked to how often those staff members complete their check-in.

Ensure your managers understand the importance of reviewing all employee check-ins and are trained in how to feedback effectively.

03

Don't ask too many questions: 7 is the optimum number per check-in

When things are straightforward and manageable, we're more likely to be motivated to act. This plays to the mastery element of motivation.

The way we do that in the Weekly10 check-in is to ensure we're not asking too much at any one time.

Cognitive psychology tells us that brevity is important for tasks like surveys, questionnaires, and check-ins. The ideal number of items is 7, with a maximum of 9.

Look at your check-in questions. If you can't count them on two hands you need to rethink your question set.

04

Questions must be relevant to the individual and asked at the right cadence

A sure-fire way to kill uptake is to ask irrelevant questions.

It's easy to fall into the trap of using company jargon or technical language. Or perhaps asking a question that's relevant to only 95% of your people.

Avoid this at all costs by setting questions at company, department, team and/or individual level.

When setting company-wide questions and ask yourself:

- Is this relevant to all our people?

- Are we using jargon or technical language?

- Is this question necessary?

Company-wide questions tend to be set during rollout and then nothing changes until the end of year review.

This can become stale, particularly if you're running weekly or fortnightly check-ins. Use a Core-Flexi approach.

05

Link participation to tangible outcomes

When people can see the benefit of engaging with the employee engagement processes, they're far more likely to get involved.

Highlight the positive impact check-ins are having for your people and company. Publicising quick wins helps build a case for change and encourages further adoption from others.

Make sure you make the link between activity in check-ins and real-world changes. If a piece of feedback has led to a new wellbeing initiative, flexible working scheme, or new coffee machine in the canteen, let your people know.

06 Focus on wellbeing

When wellbeing is a key focus of check-ins, it signals to your people that this is a process that is meant to support them.

This helps drive participation, giving staff a tangible benefit beyond 'engagement' and 'performance' which can feel more like business-focussed outcomes.

By giving your employees a new way to raise wellbeing concerns, whether with themselves or others, you are empowering people to speak up.

Particularly with a weekly or fortnightly check-in, occasionally asking your people how they are doing is a powerful tool for driving participation in the process but also encouraging positive change at an individual level.

07 Set a dedicated time each week to do check-ins

When managers prioritise an check-in as a deliverable, participation soars. Employees know that it matters to their manager and so it matters to them. Setting a particular day and time creates the routine needed to make doing a check-in a habit.

With Weekly10 you can even stagger check-ins to suit each team's requirements. Set employee-level check-ins to a Friday and manager check-ins to a Monday, for example. This means managers can include employee check-in feedback in their own check-ins through the pass-up function.

Managers should also set aside dedicated time to review their team's check-ins.

08 Role-model what excellent looks like

Get key senior individuals and influencers fully invested in your check-ins. They'll role-model expected behaviours which will persuade others to get involved.

When employees see leadership taking the lead, by completing their own check-ins and helping promote the benefits, social psychology tells us staff are more motivated to join in.

Have your key people champion the benefits of your chek-in. Ask them to give recognition, shout about their own successes, and talk openly about the benefits they've seen from the process.

09 Lean heavily into recognition

Recognition is hands-down one of the best tools for motivating people to partake in check-in processes. It's a motivator on so many levels.

It feels great when a colleague recognises the hard work we're doing

When others see us being recognised, we get a morale and motivational boost It helps improve our career prospects as others see our contribution

We feel compelled to 'pass it on' which creates a snowball effect of recognising others.

Encourage your people to share recognition feedback within their employee check-in. Focus on unseen efforts and great news stories about collaboration.

You can also use recognition as part of your internal employee award selection process. Use the company values hashtag feature for nominations or as extra evidence to back up selection.

💡 Top Tip: If you use Microsoft Teams or Slack and Weekly10, set up a dedicated Recognition Channel. Push all @mentions into the channel so the whole company can see what's being said, by who and about who.

We're with you every step of the way

Online support

Weekly10 knowledge base

24/7 support site with hundreds of articles to help you find the answers to the most frequently asked questions.

Support email

If you can't find the answer you're looking for, get in touch with our support team via email on support@weekly10.com.

HR Customer Success Partners

Real people with real HR experience

Our team of HR Customer Success Partners are CIPD qualified and have lived experience as HR practitioners.

They're an extension of your HR team and can support and guide you with industry best practice as well as be on hand to help with any templates or workflows you might want. They've a wealth of knowledge about setting OKRs and performance too.

They can also support you with upgrades and new feature rollouts too.

People Scientists

Deep-dive into your data

Our organisational behaviouralists are on hand to support you with training during roll-out and beyond.

Want to understand how to improve employee advocacy or why one team might be more engaged than the other?

We're on hand to chat through any challenges you're having or discuss some ideas to help get you back on track. We're also here to celebrate the wins with you too!.

Weekly10

We're here to help

Reach out to your HR Customer Success Partner
or email support@weekly10.com

The employee check-in software that increases employee engagement and enables better
employee performance by building a workplace culture that thrives on frequent feedback.

Available on