



WEEKLY10 CUSTOMER BEST PRACTICE GUIDE

How to improve manager participation

Your managers are your secret sauce when it comes to employee engagement. Here's how to get them using Weekly10 their full potential.



Your managers are your engagement superstars.

Let's help them rock.

Did you know that managers account for 70% of variance in employee engagement?

Great managers help create the right environment for engagement to flourish. They communicate clearly, in a timely manner and help their people thrive.

But not every team is led by great managers.

And not every manager knows (yet) how to be great.

Weekly10 can help improve the communication skills of your managers, providing they participate – which for some teams can be an issue!

Managers need to be just as engaged in the process as their teams, in order for everybody to become engagement and performance champions.

This short guide is here to help wherever you have managers either not engaging with the Weekly10 process or not giving out the best of feedback to their teams.

Don't forget you can reach out to our Customer Success team at any time if you need further support. **We're here to help.**



Managers are vital to your success

Weekly10 is about giving managers a framework for understanding how their people are feeling and performing. It's something that's used across the company to level the playfield for employees, giving them a consistent experience.

Frequently run, light-touch check-ins make feedback sharing and goal reviews more timely and impactful. But managers must play their part.

Manager reviews drive participation

The manager review stage of the Weekly10 check-in cannot be underestimated.

Nothing kills motivation for employees faster than sharing feedback about their experiences, thoughts and working life, only to have their manager ignore it.

Unsurprisingly, a lack of manager activity with Weekly10 check-ins is bad for participation and engagement:

- Failing to review two consecutive check-ins can increase the likelihood of an employee not completing their next check-in by 14%.
- - Missing five check-ins in a row increases the likelihood of the next check-in going uncompleted by more than 50%.

It's vital that your managers review their team's check-ins as soon as they can to ensure continued participation.

Manager feedback drives growth

Equally important is the quality of the review and the feedback given by a manager to their team members.

If all your managers are doing is reading through a check-in and hitting the like button once or twice, it's likely your employees will see little long-term benefit to completing their check-ins.

Where appropriate, managers need to share key bits of their team's feedback up and across the company. They'll need to respond in a helpful and appropriate way to other items. And they may need to arrange a 1:1 off the back of other check-in feedback to really understand what's going on.

Without quality feedback from their manager, employees may still feel ignored, may struggle to develop, and likely will underperform on future tasks.

How to improve manager review rates

Feedback from managers has given us insight into waning participation. The four main reasons we see for not reviewing employee check-ins are:

- 01 A lack of time to review employee check-ins
- 02 Not understanding the importance of their feedback
- 03 Not appreciating the benefits of an employee check-in
- 04 Lack of confidence in giving effective feedback

Thankfully, we also have the solutions to these blockers...



Lack of time

Weekly10 is a lightweight process. It should take no more than 10-minutes for employees to complete a check-in. Managers then spend 5-minutes per check-in review.

Managers with larger teams can see this time creep.

In the short term, here's what you can do if time seems to be a problem for a manager:

1. Set aside dedicated time for check-in reviews.
2. Split the review with another manager or team deputy.
3. Reduce the load by splitting the check-in across two weeks (if weekly) so half of employee's check-in one week and half the next.

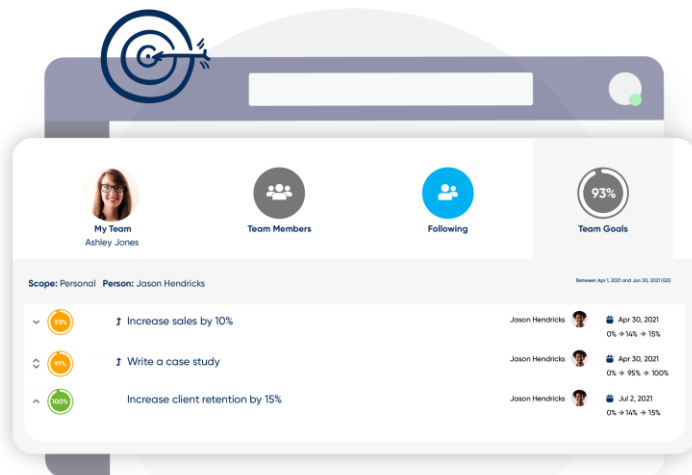
Make sure you communicate back to the team on options 2 or 3. Focus on the benefits of more feedback more regularly as the reason for the change.

Longer term, have your manager compare the time it takes to review a check-in versus the time it takes to manually catch up with their team. That includes finding a time in the diary to talk, small talk, note taking, clarifications and then post-catch-up actions.

They should find that the Weekly10 check-in process is far more effective

The illustration shows a digital interface for a 'Weekly 10 - Check-in' form. At the top, there are four icons: a circular arrow with '10', two speech bubbles, a thumbs-up, and a person with a checkmark. The form itself has a header bar with the 'Weekly 10' logo on the left and a search bar on the right. Below the header, the title 'Weekly 10 - Check-in' is displayed. The form includes fields for 'Name' (Jason Hendricks), 'Due on' (May 21, 2021), and a 'Reviewed' status with a user profile picture. The main content area has three sections: a blue box asking 'What have you achieved this week?', a pink box asking 'What challenges have you had this week?', and a white box with a slider question 'Do you have everything you need to do a good job?' ranging from 1 to 10. The slider is currently set to 7.





02

Not understanding the importance of their feedback

Psychology tells us that one of the biggest motivators is understanding purpose.

If we know why we're being asked to do something, we're much more likely to act. Equally, if we don't understand the purpose behind a task, we're far less likely to act.

This problem is easily solved with some simple communication and training.

Explain to your managers the correlation between them reviewing employee check-ins and the likelihood of their people consistently completing check-ins.

Help them to see that they are vital to the success of growing engagement and improving performance. They are an important part of the puzzle, and the manager review is a key tool in that.

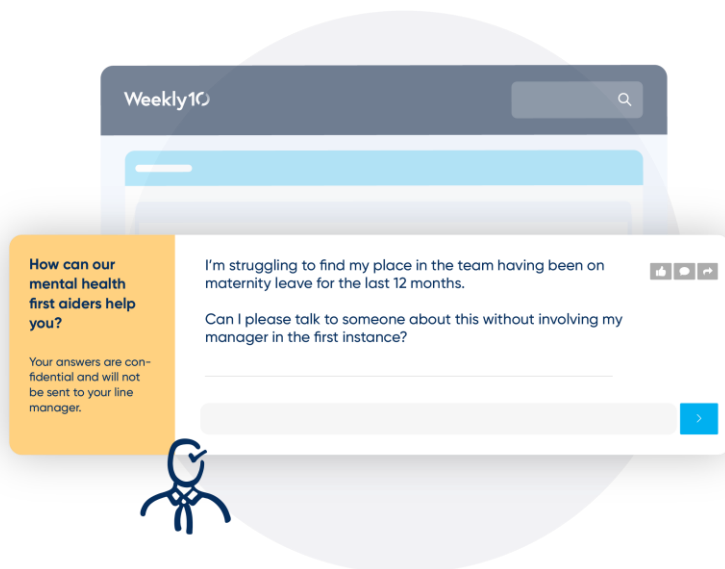
03

Not appreciating the benefits of an employee check-in

This one is rare, but it does crop up from time to time.

During onboarding, it's important that the benefits of employee check-ins are communicated to everyone. But if someone is on holiday or a manager joins the company post-rollout, they may well sit there and wonder "why are we doing this?".

By explaining the tangible benefits of running a check-in to all your people you again help drive up motivation.



For managers, the key direct benefits of a check-in include:

1. Building trust and rapport between managers and their direct reports
2. Helping to shine a light on the hidden successes, challenges, and efforts of the team
3. Providing evidence and talking points for formal performance conversations such as reviews and 1:1s
4. Automating the preparation of performance reviews
5. Building better engaged teams, which in turn perform at a higher rate
6. Helping to spot potential wellbeing issues across the team – especially useful for remote teams where the ability to read the room is reduced.

A lack of confidence in giving feedback

This is far more common than leadership tends to believe. Managers often find giving feedback hard, even when it's positive.

In fact, **44% of managers believe that giving feedback, both constructive and positive, is stressful and difficult.**

And 21% of managers have admitted to avoiding giving feedback because of their anxieties around it.

Very few managers ever get taught or trained in how to give effective feedback. So, if you have some naturally strong feedback-givers consider using them to train all your managers and show them what great feedback structure looks like.

Failing that, look to outside help. We can point you in the right direction if needed.

After that, the next best thing any manager can do to improve confidence and skill is simply to practice.

The next section of this guide will also help when it comes to building confidence when giving feedback.



How to improve the quality of manager reviews

So, you've got your managers reviewing check-ins at a decent rate. 70% is acceptable but 90% is ideal. But what's next?

Now it's time to focus on the quality of those reviews.

Managers need to deliver helpful and developmental feedback as part of their check-in reviews to ensure staff have what they need to make incremental improvements. And here's how you can help your managers to do that.

- 01 Change mindsets
- 02 Think FASST
- 03 Don't hammer those 'likes'
- 04 Book 1:1 meetings
- 05 Practice and coaching





01

Change mindsets

The first thing to look at is how your managers view feedback.

- Is your manager anxious about giving feedback?
- Do they downplay the value in giving killer feedback to their team?
- Do they believe feedback is just about pointing out people's flaws?

If the answer to any of these questions is 'yes' then a change of thinking is required.

We often find that managers who aren't the best at giving feedback have a certain way of viewing feedback that undermines their ability to deliver it.

Speak to your managers who seem to struggle to understand their world view of feedback.

02

Think FASTT

There's a simple framework for giving effective workplace feedback, whether that's in Weekly10 or not. It's called FASTT feedback.

Frequent

Feedback is less effective at changing behaviours if it's more than 2 weeks after an event. Feedback should happen weekly for most impact.

Appropriate

Feedback needs to be framed positively (focus on improvements), be tactful and simple to follow.

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.

Two-way

Feedback needs to flow down and up the chain of command. Great managers request feedback from their people and listen to it.

03

Don't hammer the 'likes'

The simplest form of feedback a manager can give in Weekly10 is the 'like' button.

A manager is free to like any piece of feedback submitted within a check-in. It's a useful way to acknowledge a piece of information that doesn't require any further input from a manager. It allows you to say "that's great" or "noted" without having to say it.

However, the like function is an easy out for managers who feel they don't have time to respond properly, or who perhaps are anxious about saying anything more.

Look out for serial 'likers'. Help them understand when it's appropriate to like and when some more detailed form of feedback or follow-up action is required.

Likes are great for their intended purpose, but they're not going to help your people to develop so managers shouldn't be overly reliant on them.

04

Book 1:1 meetings

Weekly10 doesn't replace face to face conversations.

What it does best is facilitate better conversations between managers and their people.

So, when something that would typically require a discussion is raised in Weekly10, managers should be booking in that discussion.

During a 1:1, whether in person or digital, there's far more scope to deep dive into topics, opportunities to build a stronger relationship, and freedom for open and honest conversation.



05

Practice and coaching

Practice really does make perfect.

Encourage your managers to persist with their reviews and to test out new ways of delivering feedback, from written to spoken, in person and online.

Mix it up, and test what works for them and their team members. And go with what fits.

Managers that struggle to deliver feedback effectively may benefit from being assigned a coach or mentor.

Coaching is a vital tool for growing better managers, and feedback is a skill that doesn't come naturally to all. Partner your feedback champions with any manager who is struggling.

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