

FRIDAYPULSE.COM →

A guide to launching Friday in your organization



Everything you need to communicate the benefits
of measuring happiness to Senior Leaders,
People Managers and Employees

Welcome to Friday Pulse



If you're reading this guide, you will have a launch date in mind to kick-start the measurement of happiness in your organization. Or perhaps your response rate is not as high as you'd hoped and you're looking to refresh your internal communications about Friday Pulse in the weeks ahead. **Either way, you're in the right place!**

Looking after culture in your organization is a numbers game. It's about getting as many teams as possible thinking about what it takes to be happy at work, so they are better able to look after themselves and the organization as a whole.

Based on our experience with hundreds of clients, the best way to get everyone on board with the idea of measuring happiness is to think about how the initiative will benefit three main groups in your organization: **Senior Leaders, People Managers and Employees.**

Each group has different needs and concerns about using Friday.

Here we will guide you through comms for each group and give suggestions on how to communicate the value Friday will bring.

Onboarding employees

Friday is set up to onboard every employee onto the platform in your launch week. Everyone will receive an email inviting them to learn about happiness and how Friday works, with a personalized message from one of your leaders.

Through answering a series of question, employees will learn about **Connect, Be Fair, Empower, Challenge** and **Inspire** – the five key drivers of happiness at work.

Friday then uses the responses to the onboarding questions to create your first Culture Profile.

During onboarding, every employee will also learn how Friday ensures anonymity of scores so they can feel safe to answer honestly. This sets them up for the following week, when they will begin reflecting on happiness with their team.

While Friday does much of the leg work, there is an important role for you to play in communicating why your organization is focusing on happiness, what is expected of colleagues, and how the data is going to be used.



CONNECT



BE FAIR



EMPOWER



CHALLENGE

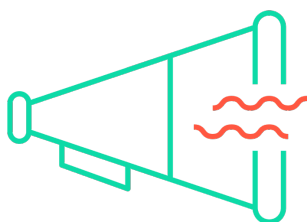


INSPIRE

Your Communications Plan

The most successful communication plans build in time for people to hear the same message again and again, and again and again!

The best way to launch Friday is to stagger your communications - let your Senior Leaders know first, then your People Managers, and then other Employees. This way leaders are equipped to field any questions from managers and employees, and talk enthusiastically about the initiative. Likewise, managers will be equipped to talk to their teams about Friday.



USE THIS LIST OF ACTIVITIES TO SET THE KEY DATES AND MILESTONES IN YOUR COMMUNICATIONS PLAN.

PRE-LAUNCH

2-4 WEEKS BEFORE LAUNCH

- ✓ Set up call with Friday – confirm your launch date
- ✓ Initial communications in the following order:
Senior Leaders > People Managers > Employees
- ✓ Follow-up communications using existing channels (e.g., newsletter, town hall meeting, intranet, face to face)
- ✓ Final reminder

LAUNCH WEEK

- ✓ Invitation email from Friday – employees onboard into Friday and complete their first Culture Profile!

2-4 WEEKS POST LAUNCH

- ✓ Weekly happiness questions begin – teams begin discussing how each week has gone
- ✓ Your first results call with subject expert at Friday – glean insights from the data and discuss their implications
- ✓ Communication of key insights to the whole organization and/or your different audiences

5+ WEEKS POST LAUNCH

- ✓ Remind teams ahead of each Culture Profile measure
- ✓ Continue to encourage team results discussions
- ✓ Champion teams with good response rates





Your goals for communicating about Friday

AIM TO GET WEEKLY RESPONSE RATES ABOVE 80% -
AND STRIVE TO KEEP THEM THERE.




A high response rate indicates both that your results are reliable and that you've got strong engagement, which is what the organization needs to improve happiness.

To achieve this aim, start from where people are. Remember that a lot of people have been part of staff surveys before, but it's unlikely they'll have ever been guaranteed their personal scores will not be seen by anyone else.

It's even more unlikely that they have been asked to discuss their experiences as a team. This means you will probably have to reset everyone's expectations, making it clear from the start that they can be honest, and that you welcome their involvement in making suggestions and improvements to team and organizational culture.

Crafting your communications by audience

THIS TABLE SUMMARISES WHAT EACH AUDIENCE NEEDS TO KNOW ABOUT USING FRIDAY, INCLUDING THE SPECIFIC BENEFITS IT WILL BRING THEM.

AUDIENCE	NEED TO KNOWS	BENEFITS OF FRIDAY	CALLS TO ACTION
 <p>SENIOR LEADERS</p>	<p>Dates:</p> <ul style="list-style-type: none"> Managers to be told about Friday. Employees to be told about Friday. Friday launch date. <p>Access:</p> <p>Access to reports & downloads showing the Happiness KPI & Culture Profile results at any time.</p> <p>Expectations:</p> <ul style="list-style-type: none"> Participate each week! Get together to review & act on results once a quarter. Share information on organization-wide initiatives. 	<ul style="list-style-type: none"> Read the emotional climate of the workforce for the first time. More accurately predict performance & anticipate risk. Share responsibility for looking after workplace culture with everyone, without taking up a lot of business time. Build from what works, by celebrating the good stuff (proven to help to reduce negativity). See where strategic action will have greatest impact. Learn from subject experts, on hand to help interpret your data & share practical experience. 	<ul style="list-style-type: none"> Champion the use of Friday. Be ready to explain how Friday fits with wider organizational goals. Ask direct reports to encourage participation in their teams. Model good participation - thank colleagues, celebrate successes, share ideas & frustrations in Friday. Share what good looks like – 80% response rates!
 <p>PEOPLE MANAGERS</p>	<p>Dates:</p> <ul style="list-style-type: none"> Employees to be told about Friday. Friday launch date. How long the questions will be open. <p>Access:</p> <p>The results People Managers & their teams will be able to see.</p> <p>Expectations:</p> <ul style="list-style-type: none"> Participate each week! Convene the team once a week to discuss results. 	<ul style="list-style-type: none"> Designed to help build happy teams. Identify the strengths of the team's own individual culture (Culture Profile). Get fresh insight into how the team is feeling every week (Happiness KPI). Hold quick, regular & meaningful team conversations using the weekly customized results presentation. Takes responsibility for happiness at work off manager's shoulders, giving it to the whole team. Weekly happiness conversations improve team dynamics – especially empathy, communication, appreciation & support. 	<ul style="list-style-type: none"> Be ready to explain how you will use Friday in your team. Model good participation - thank colleagues, celebrate successes, share ideas & frustrations in Friday. Share what good looks like – 80% response rates! Schedule 15 minutes to run through the results with the team each week.
 <p>EMPLOYEES</p>	<p>Dates:</p> <ul style="list-style-type: none"> Friday launch date. How long the questions will be open. <p>Access:</p> <p>Personal scores cannot be seen by anyone - including Managers, HR & Leaders.</p> <p>Expectations:</p> <ul style="list-style-type: none"> Participate each week! Take part in weekly results discussions organized by Managers. Look out for quarterly information on organization-wide initiatives from Senior Leaders. 	<ul style="list-style-type: none"> Learn what influences your happiness at work. Unlike traditional surveys, every employee will see results for their team & for the organization. Scores are anonymous so they can feel safe to answer honestly. Employees & teams play a important part of the process of looking after happiness at work. 	<ul style="list-style-type: none"> Participate! Encourage others to participate – we're aiming for 80% response rates for every team! Answer honestly, because your scores will remain private. Be ready to discuss your team's scores & act on any improvements.



EXAMPLE: SENIOR LEADERS



From: Kelly Kapoor
Subject: Launching our Happiness KPI
Date: 16 September 2019 at 12:03:56 BST
To: Senior Leadership Group

Hi all!

We've taken the decision to work with Friday Pulse to measure and sustain happiness at Dunder Mifflin.

For the first time we will have **a number to report on** which captures the health of our culture – and **which reliably predicts 28% rise in team productivity, 4 times improvement in retention and 3 times increase in creativity.** (1)

Friday measures happiness weekly and the key drivers of happiness quarterly. The tool supports teams and managers to look after happiness at work, without taking up a lot of business time. (2)

Unlike employee surveys, Friday keeps individual scores anonymous while presenting back to everyone how their team is doing and how the organization as a whole is faring. (3) This means everyone is safe to answer honestly while setting a clear expectation that happiness is something teams are able to influence. (4)

What does this mean for you?

Senior leaders have an important role to play – both in terms of championing happiness and participation in Friday, and in reviewing and acting on patterns and issues surfacing in the data. (5)

- **The Happiness KPI** (measured weekly) gives you a heads up on morale each week – helping you feel closer to people and their experiences. (6)
- **The Culture Profile** (measured quarterly) shows the strengths of our organizational culture and uses statistical analysis to suggest where to focus time and budget to see improvements. (6)
- After the launch week, you'll be able to publicly thank people through Friday, which is a quick and easy way to raise levels of positivity in the organization, and model good use of the tool. (7)

What will happen next? (8)

- Wednesday 18th September – we will email People Managers about using Friday Pulse
- Friday 20th September – our employee-wide email about Friday will go out, plus a reminder on Thursday 3rd October
- Friday 4th October at 2pm - Friday launches with our first Culture Profile!

The launch measure we will give us a baseline Culture Profile for the organization (a pdf of results will be available). We will discuss these results with experts in Friday and then together with you in a meeting on Thursday 17th October. (9)

The opportunity to answer questions on our weekly happiness and experience will **start on Fridays at 2pm and close on Mondays at 11am.** Friday supports teams with a focused results presentation designed to guide quick discussions and come up with actions each week.

If you have any further questions, please get in contact with me at kelly.kapoor@dm.inc. (10)

Thanks – and please champion participation in Friday with your direct reports.

Kelly

KELLY KAPOOR
HR Director | Dunder Mifflin

Questions Senior Leaders may have...

- 1 Is it a "hard" enough metric?
- 2 Sounds intensive and a lot of work?
- 3 Can we trust the results?
- 4 Who's responsible for happiness at work?
- 5 What do I need to do?
- 6 How will Friday help me?
- 7 How can I use Friday?
- 8 What is happening when?
- 9 What happens with the results?
- 10 Where can I get more information?



EXAMPLE: PEOPLE MANAGERS



From: Kelly Kapoor
Subject: Launching our Happiness KPI
Date: 18 September 2019 at 14:10:32 BST
To: People Mangers Group

Hi everyone,

We are going to start working with Friday Pulse to measure and sustain happiness at Dunder Mifflin!

Friday will support you and your team to look after happiness at work, without taking up a lot of time. (1) Happiness at work is a win-win – it'll help drive individual success, team performance and the company's competitive edge. (2) Friday will help us measure happiness weekly and the key drivers of happiness every quarter, capturing how everyone is feeling. It will present data back to you and your team in real-time. (3)

What does this mean for you?

You have an essential role to play – encouraging your team to participate and discuss the results each week. (4) Unlike a lot of employee survey experiences, Friday is designed to help teams, and support you as a People Manager:

- **The Happiness KPI** (measured weekly) gives you a heads up on team morale. (5)
- **The emphasis on team discussion** helps share responsibility for happiness at work across the team (using the weekly customised results presentation). (5)
- **The Culture Profile** (measured quarterly) shows your team culture strengths. (5)

Anonymity and transparency

- You and your team will be able to see your own individual scores and, as long as more than three people have responded, the team's scores and Dunder Mifflin. (6)
- Privacy for all individuals is crucial - everyone needs to feel safe to answer honestly. (7)
- Public "Notes" (celebrations, thank-you's, ideas and frustrations) encourage people to share compassionate and constructive feedback on their week. (8)
- Transparency of team and organization level scores is an important signal that happiness is the collective responsibility of everyone here. (9)

What will happen next? (10)

- Friday 20th September – our employee wide email about Friday Pulse will go out
- Friday 4th October at 2pm - Friday launches with our first Culture Profile
- Friday 11th October at 2pm – Friday weekly happiness questions start (our questions will close each Monday at 11am)

Please schedule a time to talk about happiness each week. (11) If you're busy, 10 minutes is all you need to whizz through the results presentation. It's more important to have a quick regular check-in than miss it for weeks because you don't feel you can give it long enough.

HR and Senior Leaders will explore our Culture Profile scores and happiness trends once a quarter. We'll provide regular feedback to everyone on the things we notice and decisions we take.

Help is on hand (13)

We know it's not your job to fix people's problems. Your job is to create a safe and supportive space for people to share and help one another. If issues are raised that feel bigger than the team, then we (HR) are ready to help.

We suggest you take a look at this help and advice from Friday on [how it will help your team perform](#), [getting your team ready to use Friday](#) and their [other resources for teams](#).

If you have further questions, please get in contact - kelly.kapoor@dm.inc.

Thanks – and please champion participation in Friday with your direct reports!

Kelly

KELLY KAPOOR
HR Director | Dunder Mifflin

Questions Managers may have...

1 But we're already
crazy busy...?

2 What's the benefit
to me / the team?

3 How does it work?

4 What do I need to
do?

5 How will Friday
help me?

6 Who will know my
scores?

7 Can we trust the
results?

8 What about harsh
feedback?

9 Why can my team
see results?

10 What is happening
when?

11 How often do we
need to meet?

12 What happens with
the results?

13 I'm concerned...
how can I get help?



EXAMPLE: EMPLOYEES



From: Kelly Kapoor
Subject: Launching our Happiness KPI
Date: 20 September 2019 at 10:56:20 BST
To: Dunder Mifflin - ALL

Hi everyone,

We are going to start working with Friday Pulse to measure and look after happiness at Dunder Mifflin!

Why? Because happiness at work is a goal we can all get behind and it's an important ingredient of great careers, high performing teams and organizational performance. (1)

Friday will help us to measure happiness weekly and the key drivers of happiness every quarter, capturing how everyone's feeling. (2) It's quick to complete and makes the process of looking after our happiness easy. (3)

What does this mean for you? (4)

Unlike a lot of employee survey experiences, Friday is designed with a team focus.

- **Happiness** (measured weekly) focuses you to reflect on how work is going. As your team score goes up and down from one week to the next you will learn what drives happiness and unhappiness in your team so you can make next week go better. (5)
- **The Culture Profile** (measured quarterly) shows you the strengths of your team culture.
- Find out more about [how Friday helps gives you a voice here](#).

Anonymity and transparency

- You'll be able to see your own individual scores and, as long as more than three people have responded, average scores for your team and Dunder Mifflin. [Find out more here](#). (6)
- Privacy for all individuals is crucial because we want you to feel safe to give honest scores. (5)
- Public "Notes" (celebrations, thank-you's, ideas and frustrations) help you share compassionate and constructive feedback on your week. (6)
- Transparency of team and organization level scores helps share responsibility of happiness at work between all of us at Dunder Mifflin. (7)

What will happen next? (8)

Friday 4th October is our launch day! At 2pm you'll get an email from Friday – please click on your unique link to participate

Each Friday at 2pm to Monday at 11am you'll have the opportunity to answer questions on your weekly happiness and experience.

Your team manager will set up a time to discuss your results each week, guided by Friday's results presentation. (9)

HR and senior leaders will explore and discuss our Culture Profile scores and weekly happiness trends at least once a quarter. We will provide regular feedback to you about the things we notice and the decisions we take. (9)

Want to know more? (10)

Friday has a lot of information on happiness at work in their [Help Center here](#).

If you have any further questions, please get in contact with me at kelly.kapoor@dm.inc.

Thanks – and please champion participation in Friday with your colleagues!

Kelly

KELLY KAPOOR
HR Director | Dunder Mifflin

Questions employees may have...

- 1 What's the benefit to me / the team?
- 2 How does it work?
- 3 I'm not sure I have time for this?
- 4 What does it mean for me?
- 5 Who will know my scores?
- 6 What things can people share?
- 7 Why can we see team results?
- 8 What is happening when?
- 9 What will happen with results?
- 10 How can I find out more?

Communicating post launch

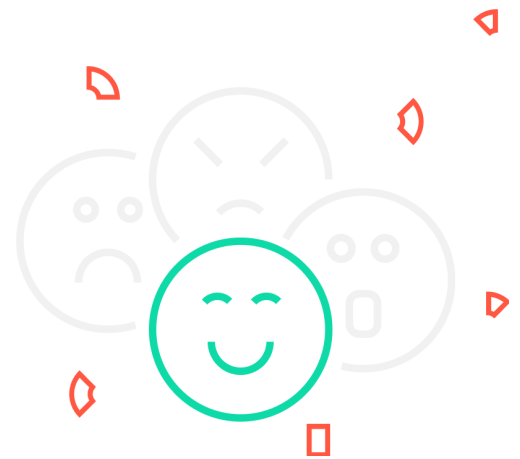
Once Friday has been launched within your organization, you will want to synchronize any follow-up communication with the data Friday collects:

- **The Happiness KPI (measured weekly)**
- **The Culture Profile (measured quarterly)**

It's helpful to anchor company-wide participation reminders around your quarterly Culture Profile. In the intervening weeks, adopt a more tailored and personal approach to support teams with low response rates.

You'll find more tips on how to encourage and sustain engagement in the [Friday Pulse Help Centre](#).





Building Happy Teams with Friday

HELLO@FRIDAYPULSE.COM



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