

Preparations for
Workshop

The Weekli Process

*With the Weekli process, you can work
proactively with organizational development.*



→ Talentech

What is The Weekli Process?

Weekli is a tool that takes the temperature of the well-being of the organization. Employees answer questions every week about how they experience their workplace based on different areas such as work environment, values, cooperation, leadership and demands at work.

Asking employees to answer questions every week creates expectations that changes will take place and that management will address issues that are raised as areas for improvement.

The Weekli process therefore supports leaders in how to proceed to develop an action plan that will lead to change based on the *Current state*, the *Desired state* and an *Action plan*.

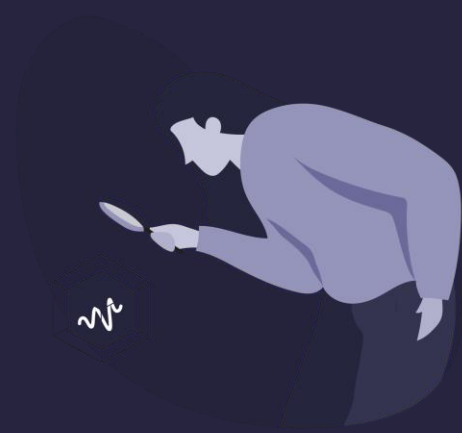


First step: Preparations

The first step is for you to get an overall view of what needs to be improved in the team. The goal for The Weekli Process is to arrive at the "how", but it's important that you as a manager have an idea of the situation in advance. The first step is therefore to book a meeting with yourself. Your task is to identify which scale that has room for improvement in the team.

Take time to reflect on following questions:

- 1 **What could be the underlying causes of the low value?** Are these causes at organizational level or individual level? Reasons related to your organizational culture, work methodology or your leadership? Or maybe a mix?
- 2 **Can you influence this scale?** How?
- 3 **Is this scale important?** How much does it mean for you and your team? What would it mean for you and the business in general if you strengthened / developed this scale?

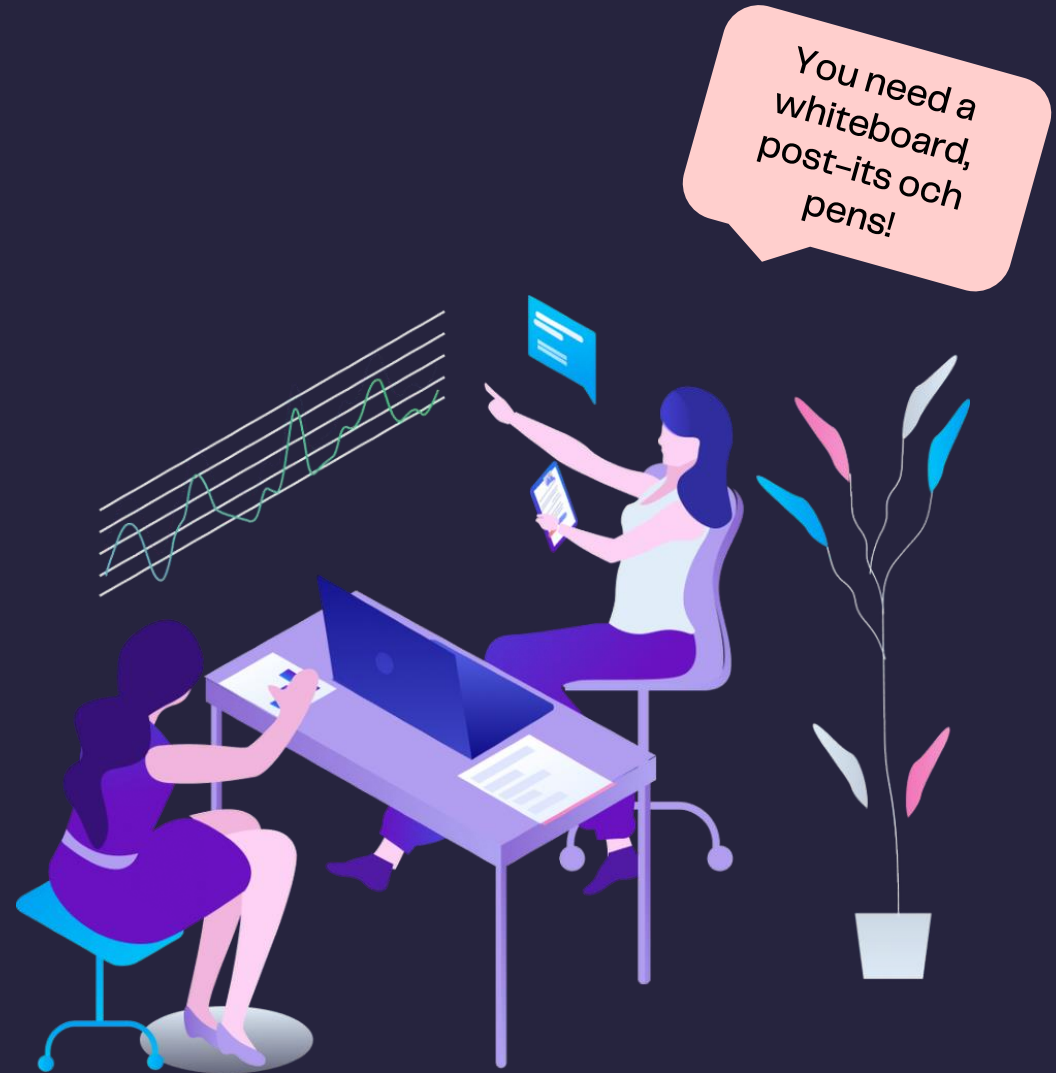


Make it happen!

It's time for the workshop! Set aside about two hours for all parts to be covered.



During this workshop, your role is more that of an administrator; keeping notes, moderating the discussion and making sure that you are moving in the right direction – from identification – to solution and action plan. Therefore, try to take a step back in the discussions and let your employees speak.



Current state

25 min

Ask your employees to discuss the following questions. Encourage specific examples.

- ✓ How does this low [scale] manifest itself in your team?
- ✓ In which situations does the low [scale] become most obvious?
- ✓ What are the consequences of this low [scale] at work?



Remind the groups that the objective of this exercise is not to find scapegoats, but to gain a better understanding of the situation.



Help in identifying

This can be of help when identifying the different underlying causes. Don't forget to remind the group to be specific!



Reasons at
organizational level?



Reasons related to work
methods?



Cultural reasons?



Reasons at an individual
level?



Reasons related to the
leadership?



Other reasons?



Desired state

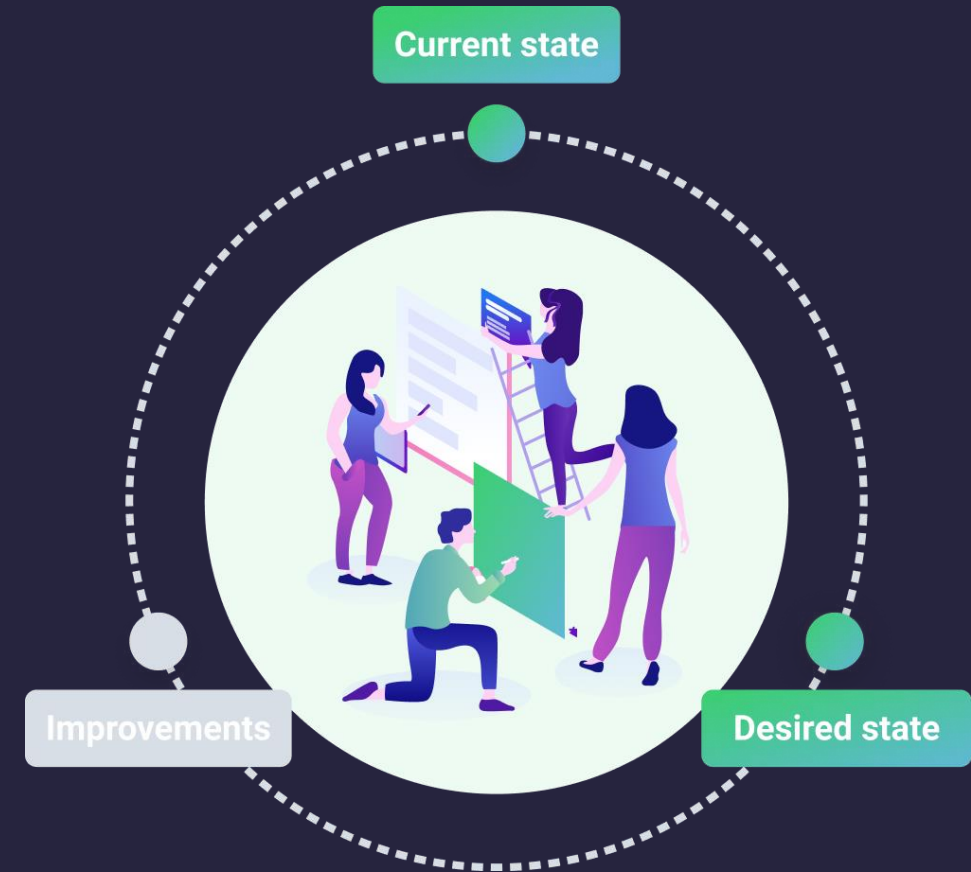
20 min

Ask the groups to discuss the following questions. Remember that your role is to lead the task, not to participate in the discussions.

- ✓ What do I/we hope for, when it comes to [scale]?
- ✓ If we were to achieve that desired state, what would it mean to me/us?



Remind the group to be specific and ask for examples from their everyday work; meetings, discussions, decision processes etc. Also, remind them that they should not discuss solutions yet.



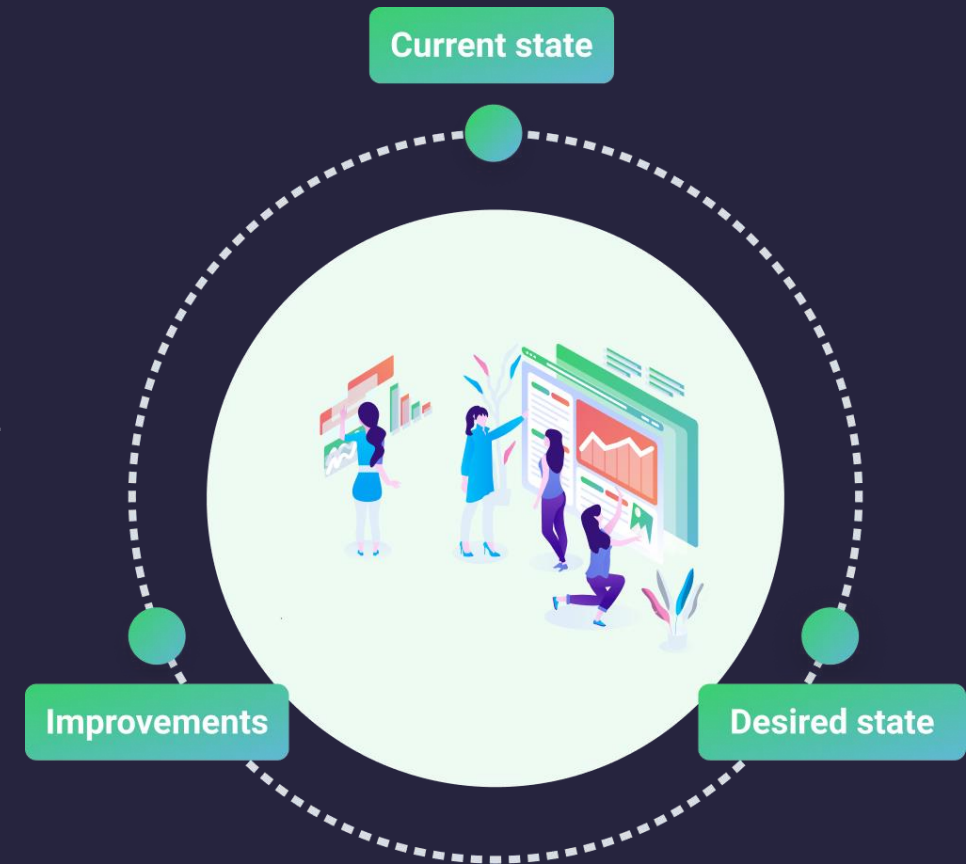
Improvements

40 min

Now that you have your current state and your desired state, it's time for the groups to discuss how to get closer to the desired state. Your role is still to lead the exercise, not to participate in the discussions!



You should divide the participants into groups of two. That way it's easier for everyone to be able to express their ideas.



Follow these steps

1

10 min

Ask the group to brainstorm about what needs to be done to move from current to desired state. Encourage them to think freely and express all their ideas.

2

10 min

Hand out Post-it notes to each group. Ask them to write down their ideas briefly, one idea per note. Remind them that there is no such thing as a stupid idea!

3

10 min

Ask one person in each group to place their notes on a whiteboard and explain their ideas briefly.

4

10 min

Now you have a bunch of suggestions for improvement in front of you. Try to cluster ideas that are similar to each other and agree on a name for each group of suggestions; "Information", "Collaboration", "Responsability" etc.

Action Plan



Now it's time to set an action plan. **What** needs to be done? What desired **effect** will this have? **Who** should do it? **When** should it be done? Should it be **followed up** and will there be any **costs**?

	What should be done?	Desired effect?	Who?	When?	Follow-up?	Cost?
1.						
2.						
3.						
4.						
5.						



It's your role as a manager to ensure that these questions are answered. You're not the only one who should be responsible for the implementation, rather, the tasks should be divided between you and your employees.

To have in mind!

Set the right expectations!

Going through The Weekli Process can contribute to the feeling of commitment and being in control among your employees. It also contributes to real change via the actions of improvement that you have identified together. But you should perhaps not expect major structural changes just by going through The Weekli Process. That may take longer time and require involving more people in the organization.

Rather small than big actions!

The purpose of The Weekli process is to create change together as a team. Preferably, decide on fewer and more concrete actions, rather than larger ones that are more difficult to implement. In the latter case, it can be difficult to prioritize and follow up and things can therefore be forgotten.

Don't forget the "how"!

It's easy to start thinking big during The Weekli Process and come up with a lot of thoughts and ideas. But in the end, what's most important is the "how" – making sure ideas also become reality.



To have in mind!



It's not about finding scapegoats! It's easy to get caught up in discussions about why something was done or who did what. But try to look ahead and focus instead on what you can do together to create a better situation for you as a team.

Try not to get into a defensive position! It's easy as a manager to start trying to explain to your employees why certain things are a certain way or why certain decisions have been made earlier. But try to look ahead and focus on what changes you can make going forward.

You are the facilitator! It's important to involve your employees and make them feel that they can influence their own situation. Your role is therefore to take a step back and let your employees speak. See yourself as a facilitator; the person leading the conversation, taking notes and moderating the discussion. Your role is also to make sure you get something concrete out of the workshop.

You should not come up with solutions! As a manager, you are used to trying to find solutions and concrete actions. But in this process, the idea is that you take a step back to let your employees come up with the solutions. You can help steer them in the right direction but try to resist the impulse of coming up with solutions, let the team do the work. It will strengthen the sense of involvement, trust and responsibility in the team.



Check out

The last step of the workshop is to have a checkout with the group. Ask each employee what they take away from the workshop. You should also summarize what you have discussed and what actions that have been set.

