Facilitator's Guide: weSupport Tracking Paper Version

STAR
SUPPORT. TRANSFORM. ACHIEVE. RESULTS.

Health Care & Office

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What You'll Need, What You'll Receive

To implement weSupport Tracking on Paper you'll need:

- ✓ A computer with Microsoft Word, Excel, and PowerPoint (or compatible applications)

You'll also receive several things that you'll use to implement weSupport Tracking, all of which are referenced in this protocol and available through the STAR website:

- ✓ A link to download the paper weSupport Tracking booklet template
- ✓ A Word document of weSupport Tracking instructions and example behaviors for supervisors
- ✓ Excel templates to prepare group and individual feedback for trials 1 and 2
- ✓ PowerPoint templates to prepare group and individual feedback for trials 1 and 2
- ✓ Guidance for providing individual and group feedback (at the end of this document)

Schedule of STAR weSupport Tracking Events

STAR Workplace Events in Sequence: **weSupport Tracking Events in Bold**

1. STAR Announcement
2. Leadership Education Session
   a. weSupport Training & **weSupport Tracking (Trial 1)**
3. Sludge Session
4. **STAR Facilitator Collects Trial 1 booklets, Enters Data, and Prepares Feedback**
5. Manager-Only Session and Culture Clinic
   a. **Trial 1 weSupport Tracking Group Feedback**
6. **weSupport Tracking (Trial 2)**
   a. **Individual Feedback from Trial 1 used to set goals for Trial 2**
7. **STAR Facilitator Collects Trial 2 booklets, Enters Data, and Prepares Feedback**
8. **Forums**
   a. **weSupport Group and Individual Feedback (Trial 2) provided to supervisors**

See also the STAR:Office or STAR Health Care overviews for a visual calendar of events.

Background for the STAR Facilitator

The weSupport Tracking Activity is a critical aspect of the STAR intervention. STAR is designed to reduce work-family conflict by (1) increasing supervisor support for workers' family and personal lives, and (2) increasing workers' control over work time. ***weSupport Tracking is the primary method in the intervention for motivating supervisors to increase family supportive supervisory behaviors.*** The activity is implemented with weSupport booklets and will last 14 days for each participant during each trial (minimum of 10 days).

Every supervisor will complete 2 separate two-week trials. Trial 1 is implemented with computer-based training after the Leadership Education or Steering Team #1 session. Trial 2 begins after the Manager Only or Steering Team #2 sessions (see the STAR:Office or STAR Health Care timeline of events).

Purpose of weSupport Tracking

The weSupport Tracking activity was designed to: (1) encourage transfer of knowledge learned in the computer-based training to the actual work environment; and (2) motivate supervisors to increase their supportive supervisory behaviors. In sum, the activity is designed to motivate and change behavior.

STAR Facilitator Responsibilities

The STAR Facilitator administers the Support Behavhior Tracking with high implementation integrity. By following this guide closely, your organization will see consistent implementation across sites and the most behavior change.

What Aspects of the Activity are Critical for Encouraging Behavior Change?

1. Participatory goal setting: The individual should have choice and input in the goal setting process, and set goals they feel are both challenging and attainable.

2. Exposure to feedback: Research and theory suggests that it is critical for the user to see repeated feedback about the *gap* between their current behavior and their desired goal state. Exposure to this feedback is best when compliance is high. It is *normal* for some participants completing self-monitoring activities to feel a little uncomfortable or self-conscious – it requires effort to set goals, self-monitor behavior, and make behavioral changes!

3. High levels of compliance and engagement: Compliance is likely to be high if:

    a. The user understands and values the behaviors they are self-monitoring, and knows where to review them within the weSupport handout. The weSupport Training should help enhance the value of the target behaviors for supervisors.

    b. The user feels s/he has been offered *choice* in which behavior areas s/he want to focus on, how alarms are set, and how they will carry the device; and that s/he *participates* in setting goals for each category of supportive supervisory behavior.

c. The individual is comfortable with the technology and how it works, and knows who to call or e-mail if there are problems.

d. The participant shows signs that this will be an interesting and enjoyable activity. ***If a supervisor seems uncomfortable or resistant, the STAR Facilitator needs to ask questions and try and resolve participant concerns before the supervisor leaves the meeting.***

Administering weSupport Tracking on Paper

1. Downloading and Printing weSupport Tracking Booklets

You will be provided a URL where you will be able to download a template for weSupport Tracking booklets. We recommend using a professional print shop to print and spiral-bind booklets, but self-printed and stapled booklets will also work.

2. Retrieving Booklets

Pick up the booklets from supervisors in person.

- Ask about their supportive behavior tracking experience.
- Thank them again for participating.
- Share the date for when feedback will be shared (Manager Only/Steering Team #2 session for Trial 1, near dates of Forums for Trial 2).
- Confirm the date for the Trial 2 Meeting if applicable.

3. Tabulating Data

For each supervisor, you will need to manually count the number of recorded behaviors in each of the eight categories. The paper booklet has a two-week graph for the supervisors to enter their totals for both Family & Personal Support and Performance Support, but if the supervisor leaves two-week graph blank you will need to tabulate the two-week totals for both of these areas as well.

The data for each supervisor should include: Family & Personal Support Goal; Performance Support Goal; total Family & Personal Support; total Performance Support; and totals for each of the eight supportive behaviors.

Calculate group level data by summing the total number of Family & Personal Support and Performance Support and calculating group averages for:

- Family & Personal Support Goal;
- Performance Support Goal;
- total Family & Personal Support;
- total Performance Support; and
- totals for each of the eight supportive behaviors.

4. Entering Data and Preparing Feedback

Enter Data and Personalize Feedback Graphs

- Once you have tabulated totals for all of the above categories, enter these totals on the Excel file [Paper weSupport Tracking Feedback Template Trial 1.xlsx] that was provided for you. The graphs will now auto-populate.

- You will likely need to edit the scales on the axes of each graph to make them appear representative for each user (e.g., a supervisor with a goal of 40 behaviors should not have an axis that extends to 200 behaviors). Double-click on an axis to edit the scale.

Copy and Paste Graphs from Excel to PowerPoint

- After editing the graphs, open the PowerPoint file [STAR weSupport Feedback Template Trial 1.pptx] that was provided for you. You can now copy and paste graphs from Excel into the PowerPoint file. You should prepare a two-page handout of group feedback (one page for Family and Personal Support and one for Performance Support), and a two-page handout of individual feedback for each supervisor.

Customize Feedback

- There are several text-box templates provided in the PowerPoint file, which you should customize for each group and each supervisor based on their results. The text for individual and group feedback should 1) reinforce effort, 2) reinforce achievement, and 3) point out opportunities for improvement. See customized examples of Trial 1 feedback on the following pages.

Prepare Group Feedback and Guide for the STAR Facilitator

- Prepare one copy of the group feedback handout [STAR weSupport Group Feedback Handout Trial 1.pptx] for each supervisor. Copy and paste group graphs from the Excel file into the template and customize the text and data.

- You will also need to insert group level data into the Group Feedback Guide [weSupport Tracking Group Feedback Guide.docx] and give the completed document to the STAR Facilitator to present at the Manager Only session (Trial 1) and the Forums (Trial 2).
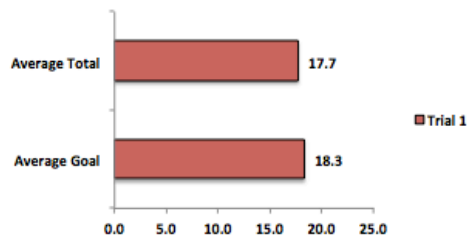
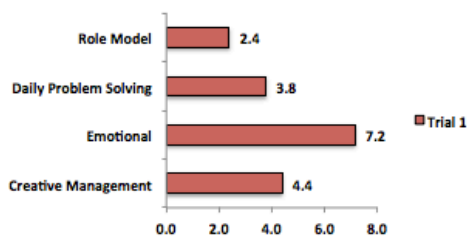Two-page group feedback handout example for Trial 1.

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Group Results: weSupport Tracking Trial 1

Group Goal Success: Family and Personal Support

- Average Total — 17.7
- Average Goal — 18.3

☐ Trial 1

(0.0, 5.0, 10.0, 15.0, 20.0, 25.0)

Thank you for your effort!
As a group, you recorded a total of 501 supportive behaviors on your iPods over the two-week period! This excellent effort shows that you really care about the people you lead.

Family and Personal Support: Group Averages

- Role Model — 2.4
- Daily Problem Solving — 3.8
- Emotional — 7.2
- Creative Management — 4.4

☐ Trial 1

(0.0, 2.0, 4.0, 6.0, 8.0)
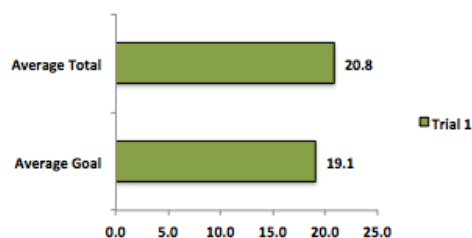
Family and Personal Support Highlights:
- In the area of Family and Personal Support, the group average total was 17.7 supportive behaviors. This is great, although it was just shy of the average goal of 18.3.
- The group did a good job of providing Emotional support, while Role Model support had the most room for improvement.

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Group Results: weSupport Tracking Trial 1

Group Goal Success: Performance Support

- Average Total — 20.8
- Average Goal — 19.1

☐ Trial 1

(0.0, 5.0, 10.0, 15.0, 20.0, 25.0)

Performance Support Highlights:
- In the area of Performance Support, the group average total was 20.8, which exceeded the group average goal of 19.1. Nice job!
- The group did a good job providing Support for Change and Feedback & Coaching, while Providing Resources had the greatest room for improvement.

Performance Support: Group Averages

- Support for Change — 6.1
- Providing Resources — 2.9
- Measurement & Direction — 5.5
- Feedback & Coaching — 6.3

☐ Trial 1

(0.0, 2.0, 4.0, 6.0, 8.0)
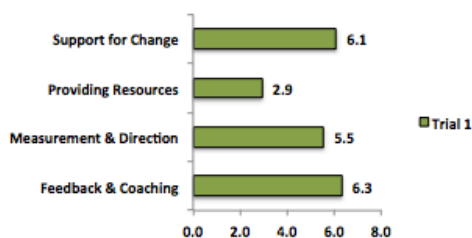
In general, the group provided slightly higher levels of Performance Support than Family and Personal Support during Trial 1. We encourage you to strive for balance in the amount of support you provide for employees' personal lives and work performance during Trial 2!

Thanks again for taking the time to participate in weSupport Tracking!
Your STAR coordinator will be scheduling meetings shortly to provide individual results and start Trial 2.

Two page individual feedback handout for Trial 1. Individual feedback will inform goal setting for Trial 2. Text included with graphs is meant to (1) reinforce effort, (2) reinforce achievement, and (3) point out opportunities for improvement.
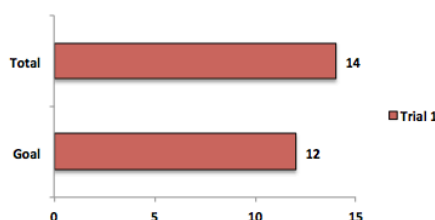
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Individual weSupport Tracking Results: Supervisor X
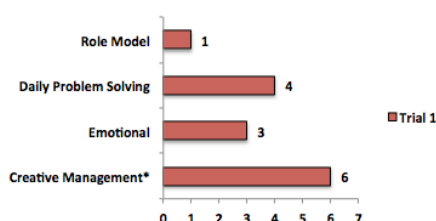**Trial 1**

Thank you for your effort!
You recorded a total of 27 supportive behaviors on your iPod during Trial 1 of weSupport Tracking. Thank you for the time you spent evaluating, tracking, and working to increase the support you provide to the people you lead.

Family and Personal Support: Supervisor X

Total — 14
Goal — 12

■ Trial 1

0   5   10   15

Family and Personal Support: Supervisor X

Role Model — 1
Daily Problem Solving — 4
Emotional — 3
Creative Management* — 6

■ Trial 1

0 1 2 3 4 5 6 7

Family and Personal Support: In this area you provided excellent levels of Creative Management. This will help reduce work-family conflict at Company Name, which will also reduce turnover and absenteeism. In the future, you may want to consider whether your employees would benefit from more Role Model support.

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Individual weSupport Tracking Results: Supervisor X
Trial 1

Performance Support:
In this area you excel at providing Support for Change. This will help increase employee job satisfaction at Company Name. In the future, you may want to consider whether your employees would benefit from more Measurement & Direction.

Performance Support: Supervisor X

Total — 13
Goal — 12

■ Trial 1

0   5   10   15

Performance Support: Supervisor X

Support for Change — 5
Providing Resources — 3
Measurement & Direction* — 2
Feedback & Coaching — 3

■ Trial 1

0 1 2 3 4 5 6 7
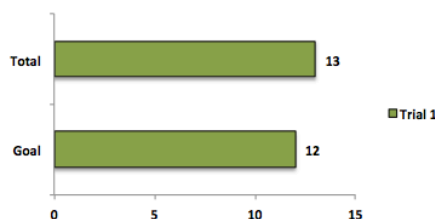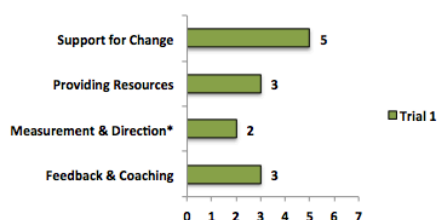
Overall you invested similar effort in providing and tracking Performance Support and Family and Personal Support during Trial 1. We encourage you to maintain this balance, and encourage all supervisors to strive to increase the overall levels of support they provide for employees during Trial 2.

Thanks again for participating in STAR weSupport Tracking!

Implementing weSupport Behavior Tracking (Trial 1)

Materials Needed for Each Meeting:

- ✓ Your own weSupport Tracking booklet for demonstrating how the activity works
- ✓ A weSupport Tracking booklet for the participant
- ✓ weSupport Tracking Handout of instructions and example behaviors

Trial 1 Introduction

1. Introduce Supportive Behavior Tracking (2 Trials) and the Handout

READ-MEMORIZE:

Now that you have completed training about the importance of supervisor support for employee health and productivity, I'll help you begin your first trial of weSupport Tracking, which will last for two weeks. The second trial will occur about a month after you finish this one. This activity involves using a booklet to set goals and track your supportive supervisory behaviors for two weeks. Everyone who participates will receive group and individual feedback. The purpose of doing this is to help you reflect on and increase support for employees' family lives and productivity. To get you started, I'll review the behaviors you'll be tracking, help you set goals, and show you how to use the booklet. This handout will help you review definitions and examples of the types of supportive behaviors you will be tracking.

Show Handout: put the handout where both you and the supervisor can see it.

In the weSupport Training you learned about four types of Family and Personal Support: Emotional, Problem Solving, Role Model, and Creative Management (point to the handout as you name these). *There are also four types of Performance Support: Measurement and Direction, Feedback and Coaching, Providing Resources, and Support for Change* (point to the handout as you name these). *The handout provides a conceptual definition of each of these types of support, along with a specific example behavior. Brief definitions are also on the first few pages of your booklet.*

Ask: *Do you have any questions about any of the behaviors you will be tracking?*

Answer questions as needed before proceeding, using the Handout to clarify types of behavior.

2. Set Focus Behaviors and Goals

READ/MEMORIZE:

*Now I am going to help you set goals in each area of support: (1) Family & Personal Support, and (2) Performance Support. First I'd like you to **pick a specific focus behavior** in each area that you are most interested in working on or improving during the next two weeks. You will be tracking behaviors in all eight categories, and*

a focus behavior is a category that you might want to put a little extra effort into tracking.

Use Handout to Help them Pick Focus Behaviors**:** Read through the choices and review definitions while helping them select a focus behavior in each area, and put a checkmark next to the selected focus behavior, then proceed to goal setting.

READ/MEMORIZE:
Now I'd like to help you set goals for the total amount of support you would like to provide in each area over the next two weeks. Your goals should be challenging, but also attainable. This isn't meant to be a competition to interact with employees so much that it feels unnatural. Instead, the goals should help you strive to provide the level and quality of support that will actually benefit employee health and productivity. If you are not sure about how to set a goal for the number of supportive behaviors you would like to provide in each area, we recommend a minimum goal to provide one supportive behavior per direct report per week. This means your suggested minimum two-week goal in each area would be your number of direct reports times two. If your initial goals turn out to be too hard or too easy, you can change them once during the activity.

If you regularly provide support for other staff, in addition to those who directly report to you, you should increase your goal to a level that would include those staff and challenge you. For those without direct reports: For a minimum goal, try to estimate the amount of support you normally provide each week, and then multiply that by two. Things you do through e-mail, IM, or over the phone all count. If you send one e-mail to lots of people, just count it as one supportive behavior.

Help the Supervisor Set Challenging AND Attainable Goals in Each Area

Ask:

How many Family & Personal supportive behaviors would you like provide over the next two weeks?

How many Performance supportive behaviors would you like to provide over the next two weeks?

- Flip to the appropriate pages in the tracking booklet.

- Enter a two-week goal for Family & Personal Support.

- Enter a two-week goal for Performance Support.

Ask:

How do you feel about these goals? Do you feel they will challenge you to do new things and stretch yourself?

Adjust goals as needed until the person feels they are challenging yet attainable. Add a horizontal line representing the supervisor's goal on the numerical axis next to the chart.

3. Demonstrate weSupport tracking booklet

Make sure that your paper booklet has a few days of completed behavior tracking to demonstrate for supervisors.

READ-MEMORIZE:

Now that you have set your goals I'll show you how to count supportive behaviors. There is a page for each day that you'll be participating in weSupport Tracking.

Show: Flip YOUR paper booklet to Day 1.

On the page for each day you will see all of the supportive behaviors you learned about during weSupport Training. Each time you provide one of these types of support for an employee, mark one of the blank boxes with an 'X'. At the end of each day, count the number of X's for both of the areas, and record the number in the box next to Daily Support Total.

Show: Point to the appropriate boxes on your booklet.

READ-MEMORIZE:

At the back of the booklet there are charts to keep running weekly totals of Family & Personal Support and Performance Support. After you count your totals in each area at the end of the day, flip to these pages and add X's to the boxes on the charts. These charts will give you an idea of how much progress you're making towards your two-week goals.

Show: Flip your booklet to the charts and show the supervisor.

Remember, support can be provided by e-mail, IM, the phone, or in person.

4. Customize Reminder Alarms

READ-MEMORIZE:

You should carry the tracking booklet and record behaviors as they occur, but it is also helpful to set alarms that remind you to record behaviors twice each day at 11am and 4pm. At a minimum, you should take out the booklet and think for a minute about whether or not you have any new behaviors to enter once after each alarm. You should do this even if you think you have 0 new behaviors to enter. This is OK – every day presents underlined different levels of opportunities to support employees, so you may submit 0's on some days.

Ask: *Do you have a smartphone or another device that we could use to program daily reminders?*

If the supervisor has a phone or other device,

Ask:

Can we program those alarms now? Are 11am and 4pm OK, or would you like reminders at different times?

- Let the supervisor programs the alarms.

5. Encouragement and Follow-up

Leave a business card or your contact information with the supervisor for questions about weSupport Tracking.

Questions, Encouragement, and Communicating Follow-up!

Ask:

Do you have any questions about the weSupport Tracking activity?

Arrange booklet pick-up: Arrange a call or email to get the booklet back and conclude the trial (share when, where, how).

Feedback: Tell them there will be anonymous group feedback for all supervisors at their site, and confidential individual feedback based on their results. Group feedback will be given at the "Manager Only" session. Individual feedback will be given at the onset of Trial 2.

Remind them of Trial 2, Saying:

Later in the STAR process after the "Manager Only" (session, you will complete Trial 2 of weSupport Tracking. This will give you an opportunity to see how you have grown as a supervisor during the STAR program.

After wrapping up any discussion, say:

Thanks so much for participating and for giving this activity your very best effort! I will see you again in a few weeks.

Group Feedback in the Manager Only Session

1. **Retrieve booklets (after Trial 1), tabulate and enter data (see Administering weSupport Tracking on paper).**

2. **Prepare Group Feedback handout and written summary for the STAR Facilitator and STAR Facilitator using templates from the STAR website.**

3. **Facilitate Feedback Presentation by the STAR Facilitator in Manager Only Session**

At the Manager Only session, the STAR Facilitator will share high level group feedback on (1) total behavior count recorded and (2) total supportive behaviors recorded. You will prepare and provide them with group feedback handouts, which they will then distribute to supervisors. Before the session, the STAR Facilitator's job is to provide the STAR Facilitator with the customized Group Feedback Guide Word

doc [weSupport Tracking Group Feedback Guide.docx] and a copy of the two-page group feedback handout for each supervisor [STAR weSupport Group Feedback Handout Trial 1.pptx].

<u>What the STAR Facilitator is being asked to say when they share the data:</u>

Say: *We have the group feedback ready for you from the weSupport Tracking activity. Overall you recorded _____ supportive behaviors. Thank you all for your effort and hard work supporting your people! We have more group results for you as well (hand out group graphs). You will get individual results when you meet with your STAR Facilitator to complete your second trial of Support Tracking.*

Implementing weSupport Behavior Tracking (Trial 2)

Preparation

1. **Prepare and print individual feedback for each supervisor using the Excel and PowerPoint templates from the STAR website (see *Preparing Feedback* above).**

2. **Print new weSupport Tracking booklets for each supervisor.**

Trial 2 Introduction

1. **Introduce Trial 2**

    Say: Thank you for meeting to begin Trial 2 of weSupport Tracking. The purpose of repeating this exercise is for you to reflect on the level of support you provided during Trial 1 and strive to continue improving the level and quality of support you provide as a supervisor/manager. So first I would like to review your individual results from Trial 1.

2. **Review individual feedback**

    The first goal of feedback is to reinforce effort and achievement, and point out opportunities for improvement. The second goal of feedback is to use Trial 1 results as a benchmark for setting new more challenging goals (you will set goals at least 10% higher than Trial 1 levels). As with Group Feedback, you should provide an individual visual graph with bullets pointing out (1) effort, (2) achievements, and (3) opportunities for improvement.

    Reinforce Effort: Display the Feedback Chart and Reinforce Effort Expended

    Show the individual feedback chart (see example on prior page).

    Say: This was an effortful task that really showed how much you care about the people you lead! It is a lot of work to track behaviors and stretch yourself to enhance your supportive supervision. You made a total of (insert number) individual behavior count submissions over the two-week period. If their participation was good, conclude with praise: *Well done!*

    Reinforce Family and Personal Support Achievement; Point to Opportunities for Improvement

    Say: In the area of Family and Personal Support, your goal was (insert value) while your total was (insert value). (If they exceeded their goal, *say:* This is really great!) You did an outstanding job providing (insert top sub-category) support with a total of (insert amount) in the two-week period. In the future, it looks like you could focus on increasing (insert lowest sub-category) support.

    Reinforce Performance Support Achievement; Point to Opportunities for Improvement

    Say: In the area of Performance Support, your goal was (insert value) while your total was (insert value). (If they exceeded their goal, *say:* This is really great!) You did an outstanding job providing (insert top sub-category) support with a

total of (insert amount) in the two-week period. In the future, it looks like you could focus on increasing (insert lowest sub-category) support.

<u>Compare/Contrast Family and Personal Support with Performance Support, Setup Trial 2</u>

Say: *It looks like you were better at providing (name the area) support more than (name the area) support. This is an excellent strength, but shows that you could work to provide more (name the area) support.*

Give the supervisor the individual feedback chart.

3. **Ask for examples of each behavior category from Trial 1**

Ask for examples of their behavior to ensure they understand the behaviors they are tracking.

Say: *Before I help you set new goals for Trial 2 of weSupport Tracking, I'd like to ask you about the types of supportive behaviors you tracked during your first trial with the iPod.*

<u>Family and Personal Support</u>

Ask: *Can you tell me an example of something you did in each area of Family & Personal Support?*

- *Emotional Support?*
- *Daily Problem Solving?*
- *Creative Management?*
- *Role Model?*

<u>Performance Support</u>

Ask: *Can you tell me an example of something you did in each area of Performance Support?*

- *Providing Resources?*
- *Measurement & Direction?*
- *Feedback & Coaching?*
- *Support for Change?*

4. **Set Trial 2 Focus Behaviors and Goals (Using Trial 1 Results)**

Open the Settings Screen to the focus behavior screen.

<u>Selecting Focus Behaviors</u>

Say: *Like you did with Trial 1, you should select a focus behavior in each area of support. This should be a behavior area that you are really interested in working on during the next two weeks.*

Read through the list of behaviors in each area and review definitions as needed and place a checkmark next to the selected category.

<u>Goal Setting</u>

In Trial 2 you should set a goal that challenges you to improve upon your Trial 1 performance and work on areas that are important to you. As with Trial 1, you will be able to change your goals during the exercise if you find them to be too low or too high. The suggested minimum goal in each area is your Trial 1 total + 10%.

Family and Personal Support Goal

Say: *In Trial 1 your total for Family and Personal Support was (say value). For Trial 2 we recommend setting a goal that is at least 10% higher than the Trial 1 level, which would be your total of (say value) plus (say 10% value). What goal would you like to choose in this area for Trial 2?*

Performance Support Goal

Say: *In Trial 1 your total for Performance Support was (say value). For Trial 2 we recommend setting a goal that is at least 10% higher than the Trial 1 level, which would be your total of (say value) plus (say 10% value). What goal would you like to choose in this area for Trial 2?*

5. Briefly Review weSupport Tracking Booklet

Show: Quickly flip through the book and remind the supervisor about daily tracking pages, daily totals, and the two-week charts.

6. Customize Reminder Alarms

As you did with Trial 1, ask the supervisor to set AM and PM reminder alarms on their own smartphone or other device.

7. Encouragement and Follow-up

Say: *After all the supervisors at your worksite have finished Trial 2 of supportive behavior tracking, you will be given a final group and individual feedback report around the time of your group's "Forum" sessions.*

Say: *Thanks so much for participating and for giving this activity your very best effort! I will see you again in a few weeks.*

Group and Individual Feedback (Trial 2)

1. **Retrieve booklets, tabulate and enter data**
2. **Prepare group and individual feedback**
3. **Deliver Trial 2 feedback**
   This will include group and individual feedback graphs. Note that the Excel template for Trial 2 feedback requires you to copy and paste data from Trial 1 and Trial 2 into the spreadsheet. See examples of customized Trial 2 feedback in the following pages.
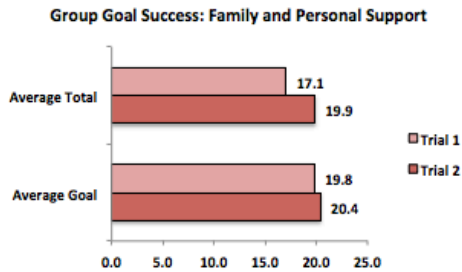
If convenient, meet with managers for 5-10 minutes to say thanks for participating and draw out some reflections on what they thought about the process, if they think it helped them become more supportive, and a short comparison of Trial 1 and Trial 2 results. If meeting them in person isn't convenient you can simply put their results in an envelope and leave it in their mailbox or send individual e-mails to participating supervisors and attach their feedback charts.

Because the Trial 2 feedback may not be delivered in person, the STAR Facilitator is strongly encouraged to ask supervisors about Trial 2 of weSupport Tracking whenever possible as opportunities arise. This could occur before or after subsequent Forum sessions or just through incidental contacts with supervisors after the activity is completed.

First of two pages for Trial 2 Group and Individual feedback. Trial 1 feedback compared actual supportive behavior levels to supportive behavior goals, and Trial 2 graphs and text also include comparisons between Trial 1 and Trial 2.

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Group Results: weSupport Tracking Trial 2

Group Goal Success: Family and Personal Support

Average Total — Trial 1: 17.1, Trial 2: 19.9

Average Goal — Trial 1: 19.8, Trial 2: 20.4

☐ Trial 1   ■ Trial 2

0.0   5.0   10.0   15.0   20.0   25.0

Family and Personal Support: Group Averages

Role Model — Trial 1: 3.2, Trial 2: 3.9

Daily Problem Solving — Trial 1: 3.5, Trial 2: 7.7

Emotional — Trial 1: 6.5, Trial 2: 5.1

Creative Management — Trial 1: 3.8, Trial 2: 3.3

☐ Trial 1   ■ Trial 2

0.0   2.0   4.0   6.0   8.0   10.0

Thank you for your effort!
As a group, you recorded a total of 317 supportive behaviors on your iPods over the two-week period. Combined with Trial 1, you recorded *over 800* supportive behaviors! Thanks for the effort and time that you put into recording your supportive behaviors.
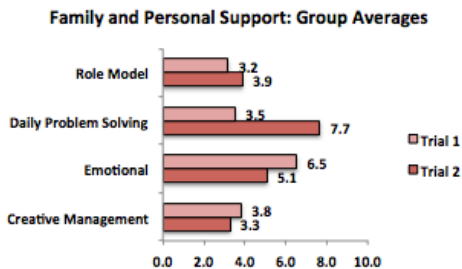
Family and Personal Support Highlights:
• In the area of Family and Personal Support, the group average total was 19.9 supportive behaviors, which is just shy of the average group goal of 20.4 and was higher than the average total from Trial 1.

• The group did a good job of providing Daily Problem Solving during Trial 2, while Creative Management had the most room for improvement.
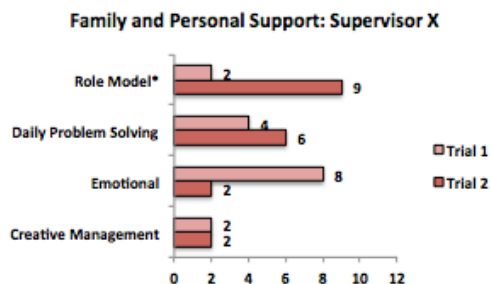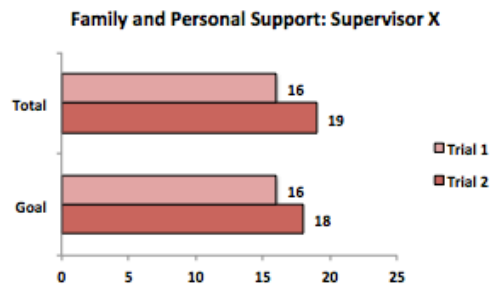
STAR SUPPORT. TRANSFORM. ACHIEVE. RESULTS.

Individual weSupport Tracking Results: Supervisor X
Trial 2

Thank you for your effort!
You recorded 39 supportive behaviors on your iPod during Trial 2 of weSupport Tracking. Combined with Trial 1, you recorded a total of 73 supportive behaviors. Thank you for the time you spent tracking and working to increase the support you provide for the people you lead.

Family and Personal Support: Supervisor X

Total — Trial 1: 16, Trial 2: 19

Goal — Trial 1: 16, Trial 2: 18

☐ Trial 1   ■ Trial 2

0   5   10   15   20   25

Family and Personal Support: Supervisor X

Role Model* — Trial 1: 2, Trial 2: 9

Daily Problem Solving — Trial 1: 4, Trial 2: 6

Emotional — Trial 1: 8, Trial 2: 2

Creative Management — Trial 1: 2, Trial 2: 2

☐ Trial 1   ■ Trial 2

0   2   4   6   8   10   12

Family and Personal Support: In this area you increased the overall amount of Family and Personal Support that you provided for employees between Trial 1 and Trial 2. You had a decrease in the amount of Emotional support that you provided, but a large increase in the amount of Role Model support you provided in Trial 2.