

# Power of Attention:

## Point-in-Time and Longitudinal Looks at the Attention-Engagement Relationship



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### Introduction and Key Findings

In the StandOut Platform, a Check-In is a technology-based means by which individual team members can communicate with their leaders about their near-term work priorities, their experiences with recent work, the work that makes them feel strong (or weak), and the support they need from their leader in the week to come. When team members submit a StandOut Check-In, they initiate a “conversation” with their leader who may choose to view the in-platform version of the Check-In, follow up with a one-on-one conversation about the content of the Check-In, or both. Regardless of how the team leader responds to a submitted Check-In, any means by which the team leader reviews it or otherwise learns its contents is a type of communication back to the team member. This communication or “conversation” between team leaders and their direct reports is the attention team members need to become the most driven, most productive, and most engaged versions of themselves.

The purpose of this research is to explore the relationships between Check-In submission, Check-In views, the attention one receives from one’s team leader, and engagement. To this end, this brief summarizes the results of point-in-time and longitudinal analyses applied to StandOut data collected between October 2016 and December 2024. Most importantly, this research yielded *empirical evidence of a causal relationship between attention and engagement* — the first such evidence in StandOut history. Here are a few other key takeaways from this work:

- **Check-In submission matters:** 54% of team members who submit Check-Ins on a weekly cadence (and responded to the Engagement Pulse) are Fully Engaged, compared to only 44% of those who submit bi-weekly, 38% of those who submit monthly, 29% of those who submit less than monthly, and 18% of those who did not submit any Check-Ins at all.
- **Check-In viewing matters:** 55% of team members whose static team leaders viewed their Check-Ins at least 80% of the time they submit them are Fully Engaged, compared to only 42% of those whose leaders viewed Check-Ins 30%-79% of the time, 31% of team members whose leaders viewed Check-Ins 1%-29% of the time, and 35% of team members whose leaders did not view any of their submitted Check-Ins.
- **Attention from team leaders matters:** 47% of team members who report receiving attention from their static team leader 80%-100% of the time when they submit a Check-In are Fully Engaged, compared to 30% (or less) of team members who receive attention less frequently.
- **Quality of attention matters:** 48% of team members who perceive the attention they receive from their leader to be “very high” quality are Fully Engaged, compared to 40% of those who receive “high” quality attention, 10% of those who rate the attention they receive as being “fine” and 0% of those who rate the attention they receive as “low” or “very low” quality.
- **Attention matters, regardless of Check-In frequency:** Regardless of the frequency with which someone submits Check-Ins, those who receive a high level of attention from their leader are more likely to be Fully Engaged than team members who submit Check-Ins with similar frequency but receive less frequent attention from their leader.
- **Increasing Check-In submission frequency and team leader attention correlates to increased engagement:** % Fully Engaged increases by 39%-87% when the cadence with which Check-Ins are submitted increases to weekly and / or the level of attention a team member receives increases to 80%-100% of the time.

## Data Collection and Sample

The data for this project were collected from StandOut users between October 2016 and December 2024. The largest portion of the results reported here are based on data collected within the StandOut platform during the fourth quarter of calendar year 2024 (October – December 2024). Data from each previous quarter was used to examine historical trends prior to the final reporting period of 2024; the consistency of historical trends is described in this brief, but those results have been omitted for space. The bullet points below describe the StandOut users who submitted Check-In and Engagement Pulse data via the StandOut platform during the final quarter of 2024.

- 121,048 unique team members represent 33 unique client organizations across 20 industries, each with 26-62,253 team members included in these analyses.
- 21 organizations had < 500 team members who met the inclusion criteria; 3 organizations had 500-1,000 team members who met the inclusion criteria; 9 organizations had ≥ 1,000 team members who met the inclusion criteria.
- 6,497 team members (5% of this sample) were in their first quarter of StandOut Check-In eligibility; 31,995 team members (26% of this sample) had been eligible to submit a StandOut Check-In for 21-29 quarters (or, 5 – 7.25 years).

A few of the results included in this research brief are attributable to data collected as part of research projects for which data were collected outside of the StandOut Platform. Details about those samples can be found in the documentation for the StandOut Research Team's Check-In Experience (2021), Career Growth (2024), and Power of Teammate Connection (2024) studies.

## Planning and Reflecting Is Empowering

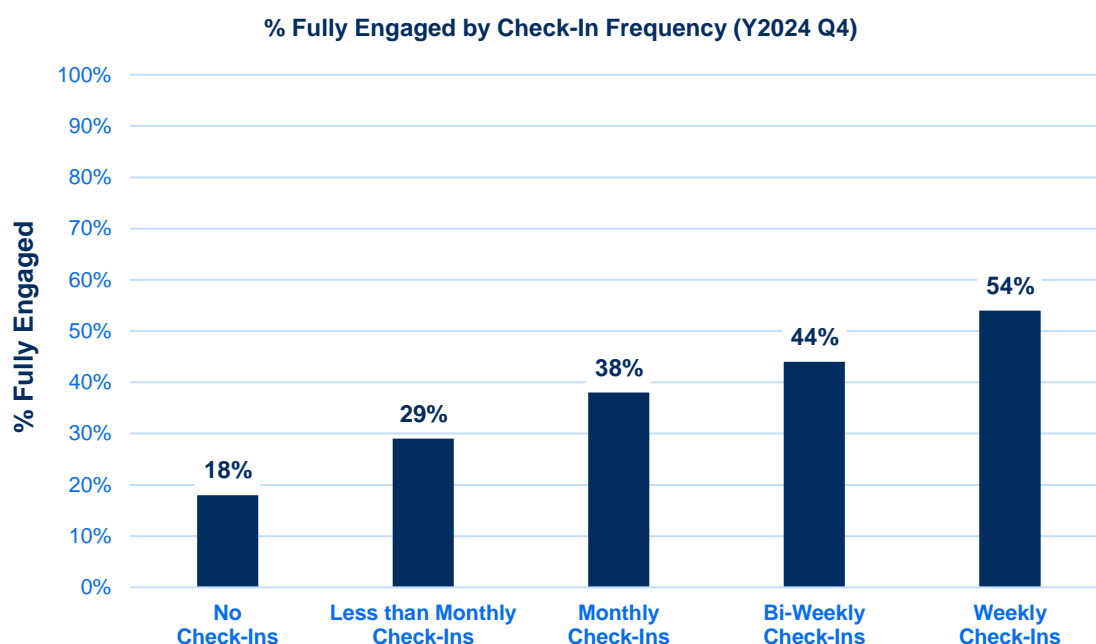
We all prepare for what we know (or hope) is coming our way at work — whether it's earning a college degree to qualify us for a job, pursuing a specialized certification to give us a competitive edge during the application process, positioning ourselves to grow professional networks by meeting successful persons in our chosen field, participating in activities that provide us with opportunities to become more comfortable speaking in public, enrolling in an employer-sponsored development course to hone our leadership skills, taking advantage of professional coaching services made available to us during times of professional transition, volunteering for stretch assignments that will expose us to leaders in different areas of our organizations or “higher up” the ladder than our own team leader, or, well, you get the picture; this list could go on and on. While all of these are examples of longer-term preparations we might pursue, we also prepare ourselves for more immediate and shorter-term priorities that make up the work we do each day.

On some cadence (e.g., daily, weekly, monthly, or at the end of each project), we each take stock of the activities and priorities that will occupy our next chunk of time at work. Some of us make a mental to-do list, some of us write on sticky notes or index cards that we can shuffle and lay out for different tactile and visual experiences, some of us allocate blocks of time on our calendars for different work, and some of us rely on paper and pen. No matter which method or mode we select, thinking through the priorities and activities that will constitute our near-term work prompts mental organization through imagining the steps involved in completing that work, as well as prompting us to imagine barriers to completing the work for which we might need support from our leader. The Check-In is StandOut's web-based solution for supporting team members in planning for the week to come and reflecting on the week that has passed.

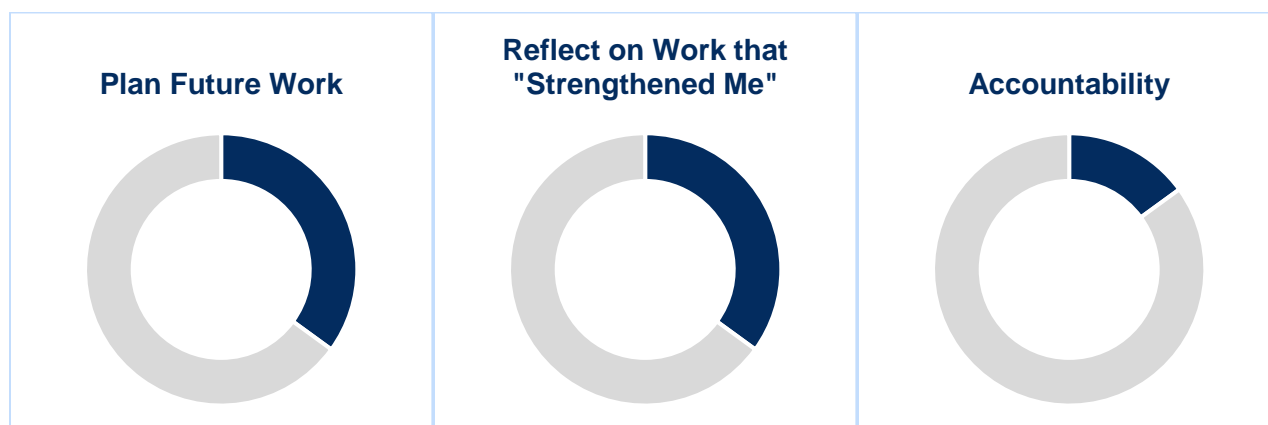
At its most basic, submitting a Check-In via the StandOut Platform provides a structure in which a team member takes a moment to reflect on their own experiences — upcoming and recent. Completing a Check-In is empowering for team members, as it is time and space dedicated to “me checking in with me”. Even when a submitted Check-In is not viewed by a leader and is not used to guide a conversation with one's leader or teammates, taking the time to plan is empowering and aides in shifting one's mindset just slightly toward a more internal locus of control, which has been found to be related to higher productivity, higher quality of work, and increased engagement. The table below displays the number and percentage of team members in the sample who belong in each Check-In submission frequency group and have Engagement Pulse data.

No Check-Ins	Less than Monthly Check-Ins	Monthly Check-Ins	Bi-Weekly Check-Ins	Weekly Check-Ins
35%	12%	13%	14%	26%
(n = 42,337)	(n = 14,085)	(n = 15,687)	(n = 16,907)	(n = 32,032)

Data from all StandOut users who responded to an Engagement Pulse and were eligible to submit Check-Ins for at least 6 weeks between October and December 2024 ( $n = 121,048$ ) illustrate this effect, as depicted below, where 54% of users who submit Check-Ins on a weekly cadence (and had responded to an Engagement Pulse) were Fully Engaged. This trend has been observed consistently over time; StandOut data from every quarter since the final calendar quarter of 2016 further supports the existence of this strong, positive relationship between planning for the week ahead (via the StandOut Platform) and engagement.



The benefits of submitting Check-Ins via the StandOut Platform are not limited to outcomes that might be perceived as being of primary benefit to the person's organization. We asked StandOut users to tell us how (if at all) they believe they benefit from submitting Check-Ins and across all Check-In submission groups, the same 3 themes surfaced: planning future work, reflecting on work that "strengthened me," and a low-effort and low-risk way to hold oneself accountable for completing work (and for holding their leader accountable for not communicating with them if they needed to change focus). The 3 donut charts below show the percentage of the StandOut user sample who provided a response that fits into one of these thematic areas and indicated that this was the primary benefit they receive from submitting Check-Ins.

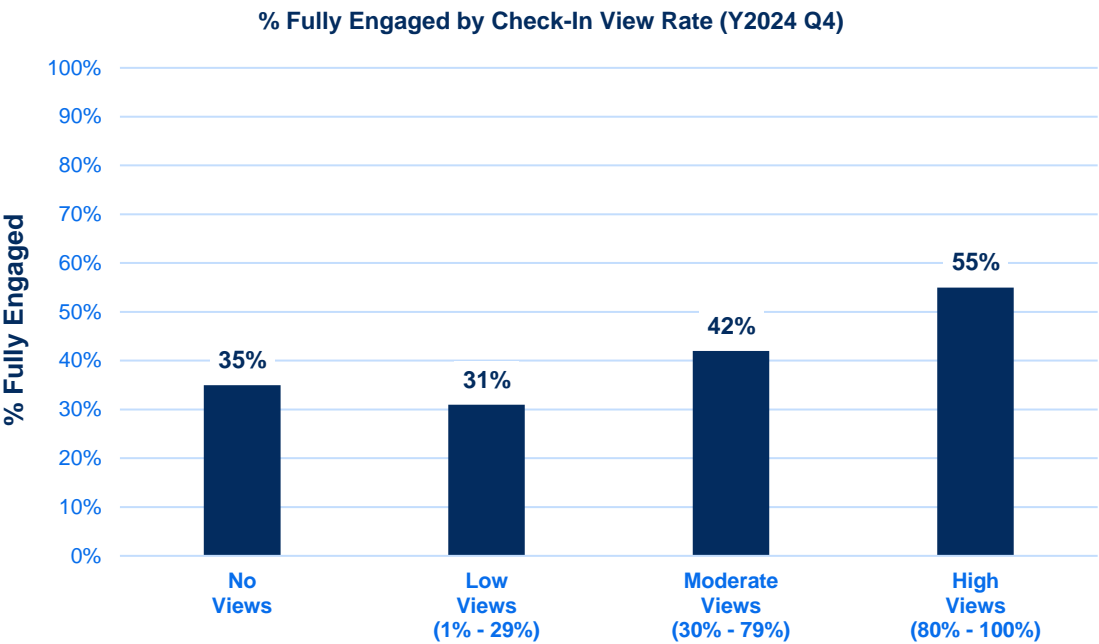


Viewing Is Communicating

When a user submits a Check-In via the StandOut Platform, a “conversation” is triggered. The act of submitting a Check-In can be thought of as a bid for attention, but the appropriate or necessary “size” of the attention the user needs may vary. Whether a team leader views and comments on the team member’s Check-In entirely within the platform, or views the team member’s priorities in preparation for a virtual one-on-one meeting or an in-person sit down, taking the time to view a submitted Check-In to understand what activities strengthened the person the prior week, where they plan to focus their energy in the week to come, and how they anticipate needing support from their leader is one way a leader can make their direct reports feel seen and valued.

No Views (0% of Submitted)	Low Views (1% - 29% of Submitted)	Moderate Views (30% - 79% of Submitted)	High Views (80% - 100% of Submitted)
13% (n = 7,951)	21% (n = 13,280)	37% (n = 23,449)	29% (n = 18,358)

In turn, this can lead to increased engagement, as depicted in the figure below where the largest proportion of team members who are Fully Engaged (55%) have team leaders who view 80%-100% of the Check-Ins they submit. Viewing StandOut Check-Ins is the most basic form of “my leader paying attention to me” and the point at which the Check-In evolves into something that serves the leader and the team.



Notice that the relationship between Check-In view rate and engagement is not entirely linear. That is, % Fully Engaged does not increase consistently as view rate increases. Instead, only 31% of team members whose leaders have “low” view rates are Fully Engaged compared to 35% of team members whose leaders did not view any of their Check-Ins during this quarter. This pattern is not an anomaly restricted to this quarter (*n* = 63,038) but is actually a very common trend that is observed for Check-In data every quarter since the final calendar quarter of 2016. The magnitude of the difference in % Fully Engaged varies from a change of 0-5 percentage points, which indicates that while the decrease is not typically significant, it is consistent over time.

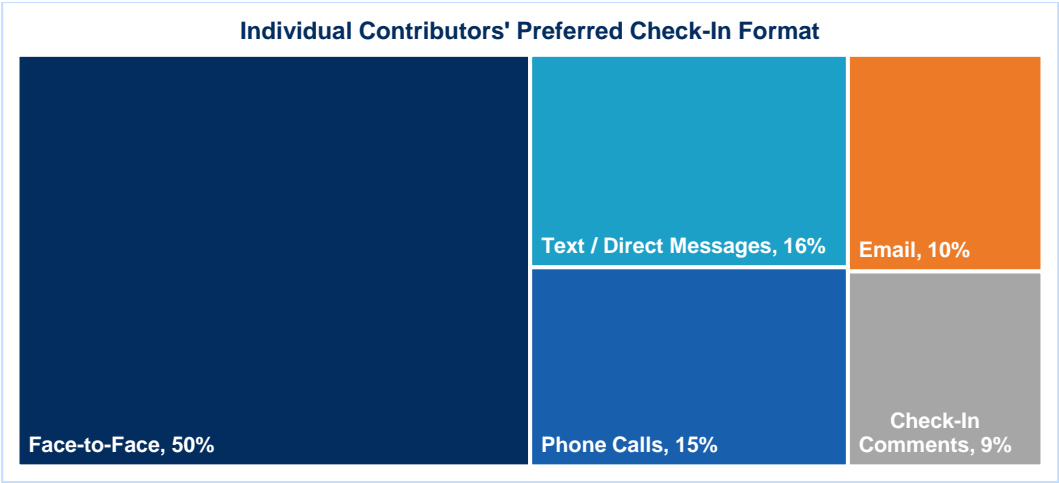
We asked individual contributor StandOut users about the relationship between engagement and leader views of their Check-Ins during focus groups and interviews on the topic of checking in, and we identified a very likely explanations for this pattern of results. Many team members turn off notifications and remain unaware of whether their leader has viewed their Check-In each week or not. According to this group of participants, what they care about is whether they have meaningful conversations with their leaders each week. If they do, the lack of viewing is not a hindrance; instead, the act of submitting the Check-In provided them (the team members) with a boost in

preparation for that conversation. Even for those team members who receive notifications when their Check-Ins are viewed, very few are invested in their leader taking this step as long as they get what they need from conversations. A second plausible explanation that came from this research is team members’ perceptions that team leaders who only rarely view Check-Ins are not invested in the Check-In process but are viewing the submitted information as a form of compliance. Our focus group participants voiced that they would prefer their leader “leave [them] alone” rather than feign interest in what they are doing by glancing at Check-Ins occasionally. This speaks to a larger conflict within the team leader-team member relationship that is likely responsible for the lower % Fully Engaged compared to other viewing frequency groups.

Attention Amplifies

People need attention at work. Specifically, they need attention from the people who matter most to the work they are doing — their team leader and their teammates. In the StandOut framework, the submission of a Check-In is the beginning of a “conversation” that is initiated by the team member. This “conversation”, though, does not always have to include a verbal exchange. A “conversation” could just as easily be labeled a “communication” or “interaction,” because it is just a word used to describe the act / process of acknowledging that information has been shared and responding to that information as appropriate. Sometimes, the appropriate response might be as simple as a message that reads, *Got it. Thanks for sharing. Let me know if I can support you in this work this week.* Other times, the appropriate response is more complex or in-depth and may require several back-and-forth exchanges between a leader and direct report. Simply put, it is the process / act of providing the attention the team member needs at that time.

A research sample of 378 individual contributors from 7 StandOut client organizations were asked to identify the format in which they would like to receive attention from their leader most of the time. Half of the sample (50%) selected “face-to-face” conversations that happen in person or via a virtual meeting space, 16% selected texting or another form of direct messaging, 15% indicated a preference for talking on the phone, 10% selected email, and 9% indicated they would prefer to communicate via the comment functionality associated with priorities within the StandOut Check-In feature.



What matters is not how long the attention lasts or what it looks like, but that it happens frequently and that it is perceived by the team member as being of high quality.

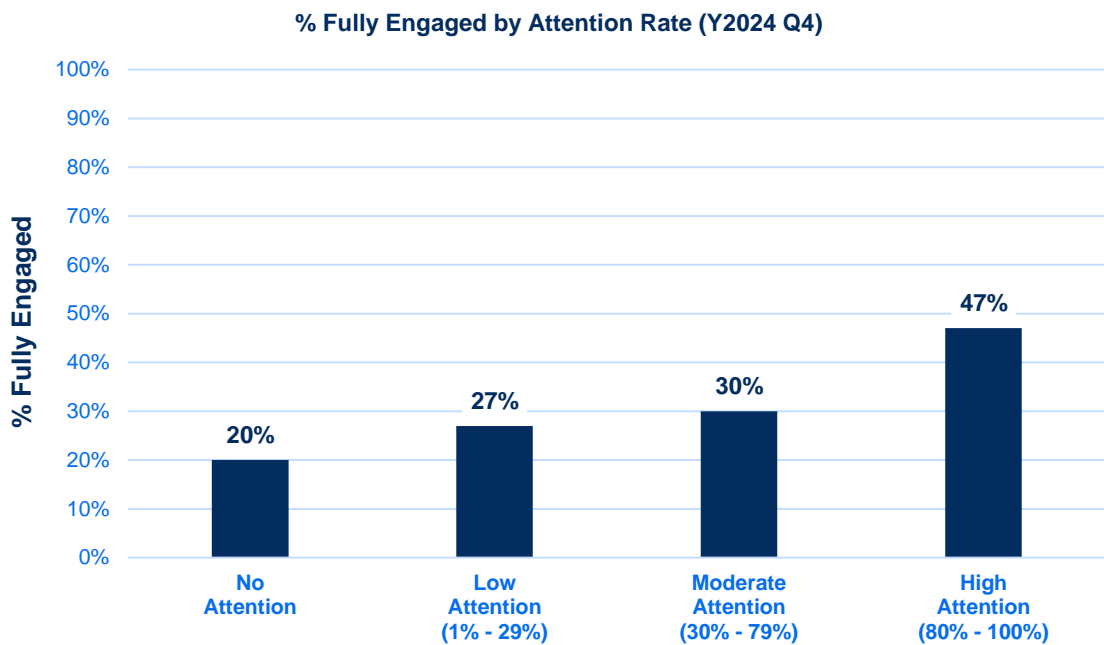
No Attention (0% of Submitted)	Low Attention (1% - 29% of Submitted)	Moderate Attention (30% - 79% of Submitted)	High Attention (80% - 100% of Submitted)
4%	2%	8%	86%
(n = 3,017)	(n = 1,525)	(n = 6,457)	(n = 67,712)

Of our sample of  $n = 78,711$  team members who met the inclusion criteria for the fourth quarter of calendar year 2024 and submitted at least one Check-In during that time, 47% of team members who report receiving high levels of attention (that is, they indicate that they connect with their leader 80%-100% of the time when they submit a Check-In) are Fully Engaged, compared to 30% (or less) of team

members who receive attention less frequently. This means that people are 2× more likely to be Fully Engaged when they receive high levels of attention from their leader than when they receive attention 30% - 79% of the time (a moderate rate of attention), and more than 3× more likely to be Fully Engaged than those who reported never receiving attention from their leader.

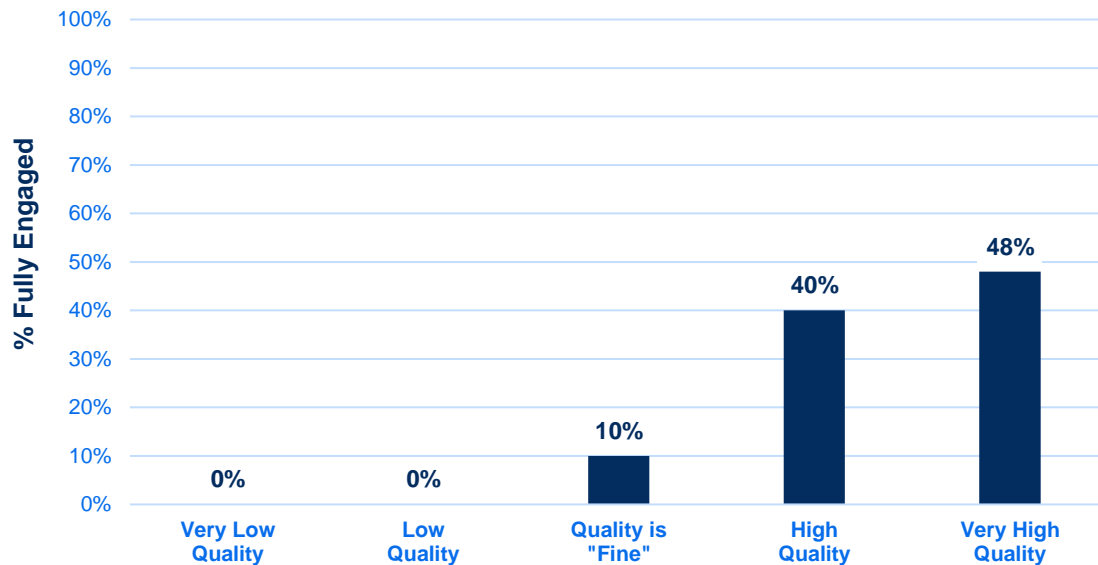
*People who receive high levels of attention from their leader are more than 3× more likely to be Fully Engaged than those who never receive attention.*

When we think about real people in real work settings doing real work, it’s imperative to think about the individual differences of those people. There is not a one-size-fits-all solution for providing attention. While the need for attention will be satisfied for some people simply by exchanging a few text messages or knowing that their leader has viewed their Check-In and responded to any requests it includes, others do not feel their attention needs have been met until they have had a focused one-on-one with their leader, either in person or virtually. Ultimately, the way attention is provided does not matter so long as it meets the needs of the individual team member. And, because humans are complex, the best ways to meet people’s needs may vary depending on what work they are focusing on, recent experiences at work, and even what is happening in their personal lives. We recommend leaders ask their direct reports about how they would like to receive attention and be comfortable with the knowledge that it varies and will sometimes require more effort than at other times.



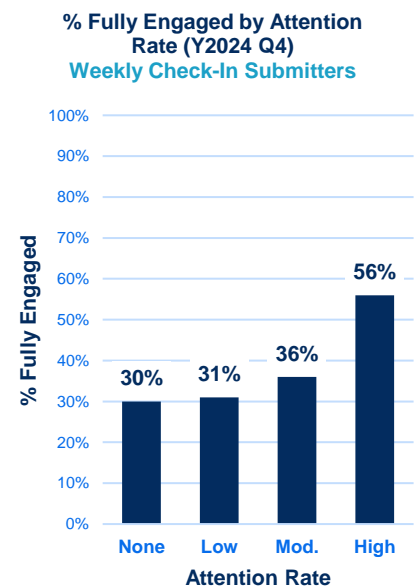
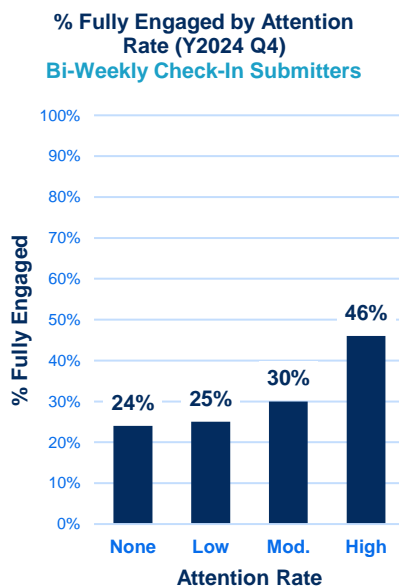
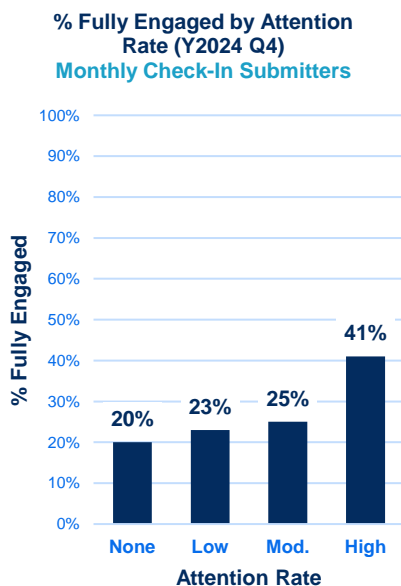
When it comes to providing attention at work, it’s important to provide the kind of attention that each team member needs each time. This is how attention best drives engagement. Quality of attention matters just as much as frequency of attention, and attention that is perceived as low in quality can damage the team member – team leader relationship and serve as a barrier to engagement. Team members who rate the quality of the attention they receive from their leader as “high” or “very high” are 6×-8× more likely to be Fully Engaged than those who indicate that, overall, the attention they receive from their team leader is of lower quality.

**% Fully Engaged by Attention Quality  
(2024 General Population Study)**



## Exponential Effects on Engagement

So far, this brief has addressed the effects of frequent Check-In submissions (i.e., “me checking in with me”), the effects of receiving attention from one’s team leader frequently (i.e., “my leader checking in with me”), and the importance of receiving high quality attention. These simple effects are persuasive on their own, but even more powerful are the differences in engagement related to frequency of attention when we control for frequency of Check-In submission. This is important because when the data from all Check-In submission groups are aggregated together, the effects of attention frequency are attenuated. To fully understand the effects of frequent attention on engagement, data from each Check-In submission group can be examined separately, as is displayed in the following figures depicting the relationship between attention frequency and engagement for team members who submit Check-Ins on a monthly cadence ( $n = 15,687$ ), team members who submit Check-Ins bi-weekly ( $n = 16,907$ ), and team members who submit weekly Check-Ins ( $n = 32,032$ ).



Notice that % Fully Engaged among those who submit Check-Ins weekly and receive high levels of attention (56% Fully Engaged) is 10 percentage points higher than any other group across the 3 graphs and 20 percentage points higher than % Fully Engaged among those users who submit weekly Check-Ins but report only receiving attention at a moderate level (i.e., 30%-79% of the times they submit a Check-In).

## Power of Attention

The robust effects of paying attention to oneself at work and receiving attention from one's leader are undeniable. The relationships described above are consistently observed throughout every calendar quarter for more than 8 years of StandOut data. Exploring the correlational relationships between attention behaviors (i.e., Check-In submission rates and team leader attention rates) and engagement are interesting, but these point-in-time analyses do not speak to potential causation. To broach that topic, we must lean into more rigorous methods and apply them to longitudinal data.

A subset of the data used for this brief was created for these analyses. Only team members who had Check-In and Engagement Pulse data for all four quarters of the 2024 calendar year were included. The only other additional inclusion criteria was that the team member had to belong to one of the five groups described below.

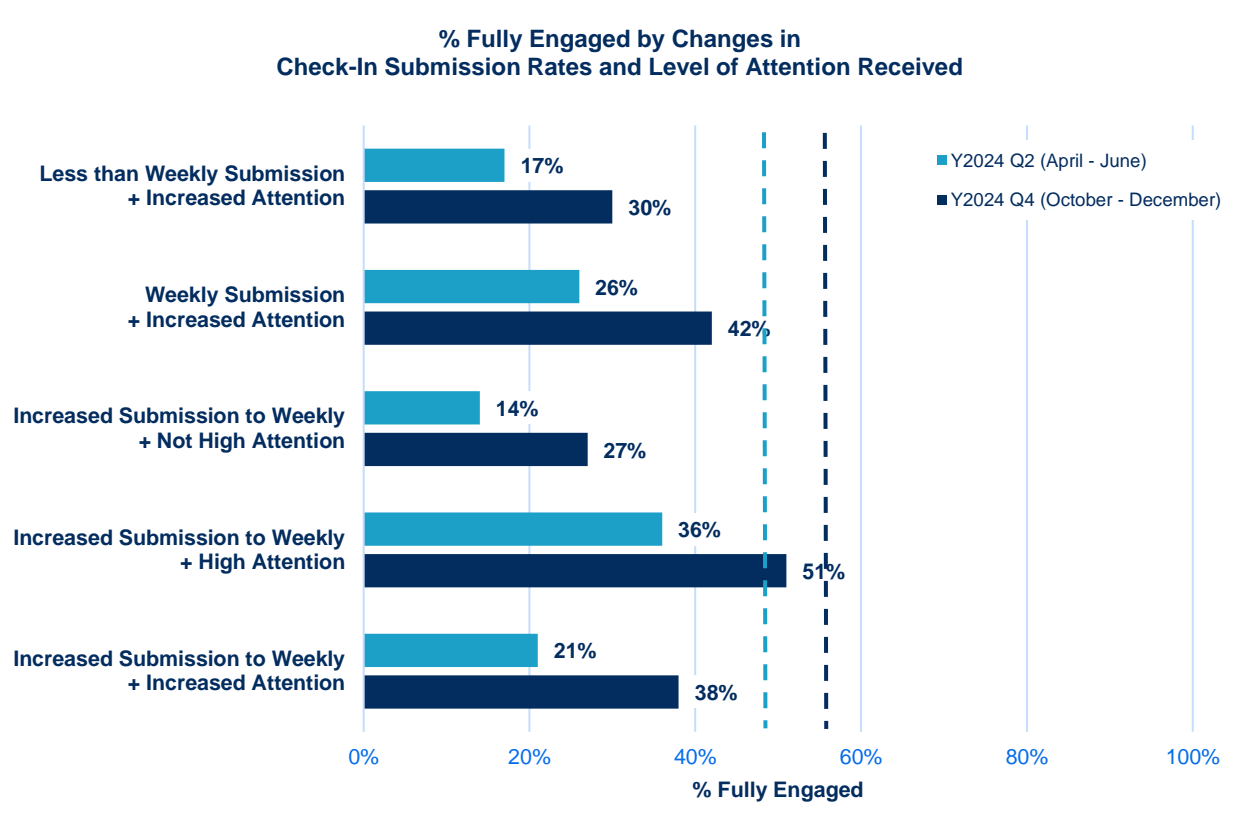
1. Not Weekly Check-Ins, Increased Attention ( $n = 1,780$ )
  - a. submitted Check-Ins less than weekly (and at a consistent rate) during all quarters
  - b. received less than high attention during Q1 and Q2
  - c. received high attention during Q3 and Q4
2. Weekly Check-Ins, Increased Attention ( $n = 719$ )
  - a. submitted weekly Check-Ins during all quarters
  - b. received less than high attention during Q1 and Q2
  - c. received high attention during Q3 and Q4
3. Increased Check-In Submission, Not High Attention ( $n = 439$ )
  - a. submitted Check-Ins less than weekly (and at a consistent rate) during Q1 and Q2
  - b. submitted weekly Check-Ins during Q3 and Q4
  - c. received less than high attention during all quarters
4. Increased Check-In Submission, High Attention ( $n = 4,082$ )
  - a. submitted Check-Ins less than weekly (and at a consistent rate) during Q1 and Q2
  - b. submitted weekly Check-Ins during Q3 and Q4
  - c. received high attention during all quarters
5. Increased Check-In Submission, Increased Attention ( $n = 297$ )
  - a. submitted Check-Ins less than weekly (and at a consistent rate) during Q1 and Q2
  - b. submitted weekly Check-Ins during Q3 and Q4
  - c. received less than high attention during Q1 and Q2
  - d. received high attention during Q3 and Q4

Notice the small sample sizes of these five groups compared to the large samples used in the other sections of this research brief. This is due to the longitudinal nature of the data set which required that the team member responded to one Engagement Pulse during each of the 4 quarters of the 2024 calendar year and met all of the criteria for one of the 5 groups described above. In all,  $n = 7,317$  unique team members were selected into the sample for this set of analyses.



	<i>n</i>	% FE at Q2	% FE at Q4	%age Point Δ	Relative % Δ	Odds Ratio
Not Weekly Check-Ins Increased Attention (to High)	1,780	17%	30%	13	75%	2.1
Weekly Check-Ins Increased Attention (to High)	719	26%	42%	16	59%	2.0
Increased Check-Ins (to Weekly) Not High Attention	439	14%	27%	13	87%	2.2
Increased Check-Ins (to Weekly) High Attention	4,082	36%	51%	14	39%	1.8
Increased Check-Ins (to Weekly) Increased Attention (to High)	297	21%	38%	18	86%	2.4
<u>Comparison Group</u> Weekly Check-Ins High Attention	33,741	48%	57%			

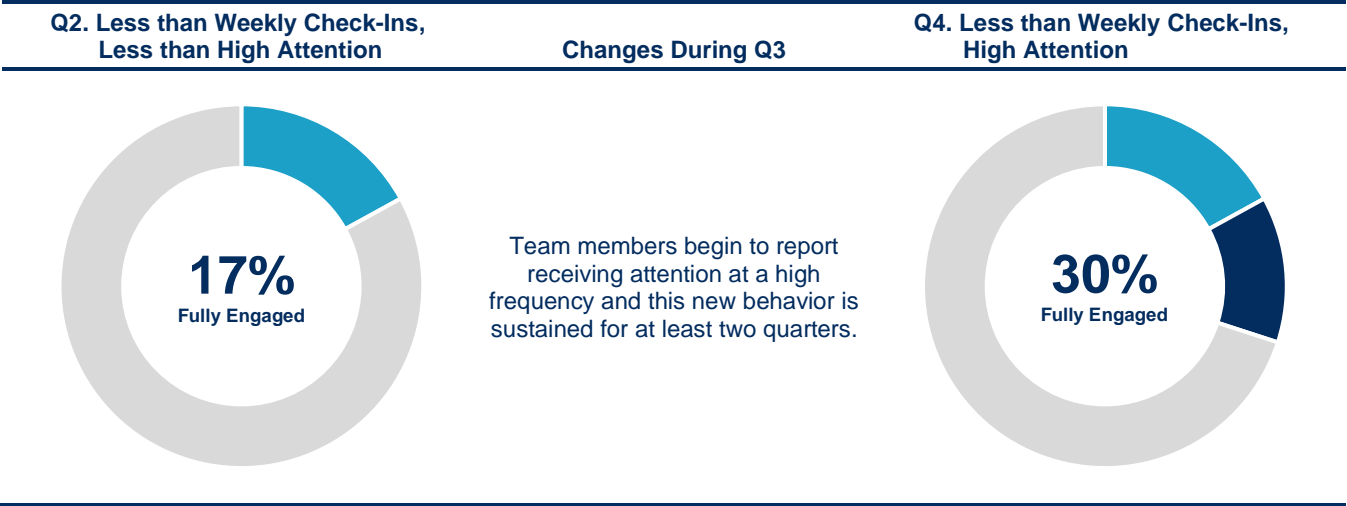
While the inclusion criteria for selecting team members into the sample depended on four quarters worth of Engagement Pulse data, the results presented here are based on the changes observed across three quarters (Q2, Q3, Q4). The full technical details of the methodological approach to analyzing this subset of data are omitted from this report in favor of a detailed summary of the findings. The figure below provides a visual summary of the results of these longitudinal analyses. The vertical dashed lines imposed over the figure represent the % Fully Engaged values for team members who consistently submitted Check-Ins on a weekly cadence and reported receiving high attention from their leader throughout 2024 ( $n = 33,741$ ); 48% Fully Engaged at Q2 (lighter blue) and 57% Fully Engaged at Q4 (dark blue). The changes observed for each group are described in the section below the figure.



### Group 1: Not Weekly Check-Ins, Increased Attention

The team members selected into this group ( $n = 1,780$ ) submitted Check-Ins via the StandOut Platform less than weekly throughout 2024. These users not only checked in less than weekly, but they were consistent in their Check-In adoption and submitted with the same frequency throughout the year (i.e., consistently bi-weekly, consistently monthly, consistently less than monthly). During the first

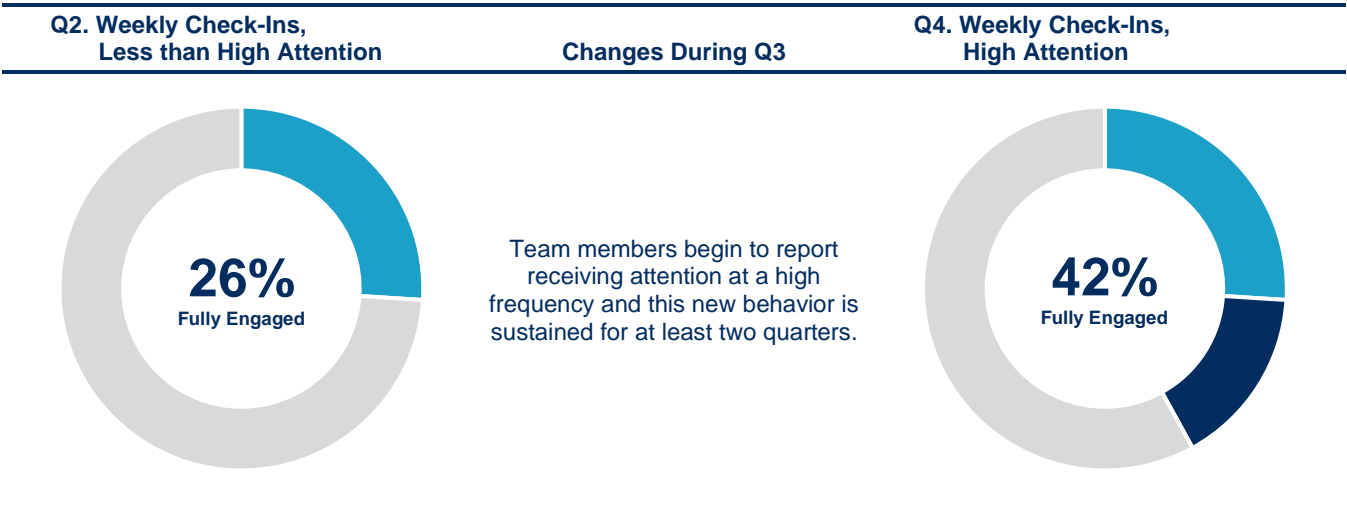
two quarters of the year, these team members reported receiving a consistent level of attention from their leader, but that attention was not at a high frequency. During the third and fourth quarters of the year, these team members reported receiving a consistently high level of attention.



From Q2 to Q4, team members in this group began receiving more frequent attention from their leaders and **became more than 2× more likely to be Fully Engaged**. Fully Engaged within this group increased from 17% to 30%, a relative increase of 75%. This finding is important because it highlights the direct relationship between the level of attention received from one’s leader and engagement, and demonstrates just how powerful it can be to receive attention from someone else even when we aren’t giving a high level of attention to ourselves (i.e., Check-In submission rate is less than weekly).

Group 2: Weekly Check-Ins, Increased Attention

The team members selected into this group (*n* = 719) submitted Check-Ins via the StandOut Platform on a weekly cadence throughout 2024. During the first two quarters of the year, these team members reported receiving a consistent level of attention from their leader, but that attention was not at a high frequency. During the third and fourth quarters of the year, these team members reported receiving a consistently high level of attention.

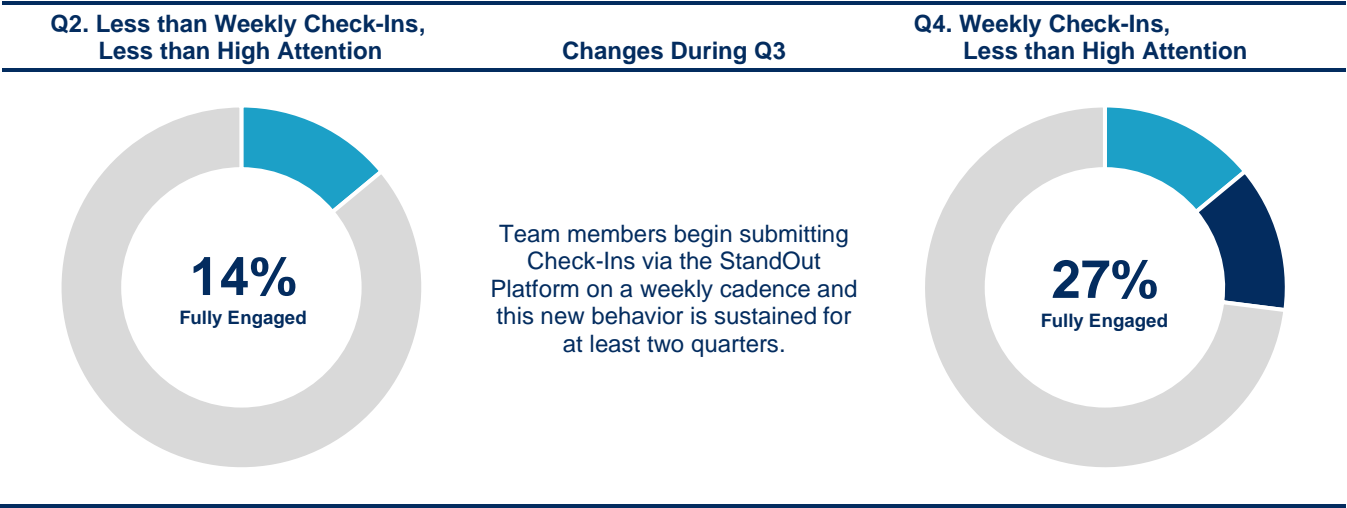


From Q2 to Q4, team members in this group began receiving more frequent attention from their leaders and **became 2× more likely to be Fully Engaged**. Fully Engaged within this group increased from 26% to 42%, a relative increase of 59%. This finding is important because it highlights the direct relationship between the level of attention received from one’s leader and engagement, and demonstrates just how powerful it can be to receive attention from someone else even when we are giving a high level of attention to ourselves (i.e., weekly Check-In submissions).

Notice that the relative increase for % Fully Engaged for those who checked in weekly and received increased attention is 59%, compared to a 75% relative increase in % Fully Engaged for those who checked in less than weekly and received increased attention. This implies that high (very frequent) attention is even more important for those team members who do not check in with themselves than it is for team members who go through the process of checking in with themselves via a StandOut Check-In every week.

**Group 3: Increased Check-In Submission, Not High Attention**

The team members selected into this group ( $n = 439$ ) submitted Check-Ins via the StandOut Platform less than weekly throughout the first two quarters of 2024. These users not only checked in less than weekly, but they were consistent in their Check-In adoption and submitted with the same frequency throughout this period (i.e., consistently bi-weekly, consistently monthly, consistently less than monthly) and many of them had the same trend in Check-In frequency for several quarters prior to 2024. During the 3<sup>rd</sup> quarter of 2024, however, these team members began to submit Check-Ins on a weekly cadence and continued to do so through the end of 2024. These team members reported receiving a consistent level of attention from their leader throughout the 2024 calendar year, but that attention was not at a high frequency.



From Q2 to Q4, team members in this group began submitting more frequent Check-Ins and **became more than 2× more likely to be Fully Engaged**. Fully Engaged within this group increased from 14% to 27%, a relative increase of 87%. This finding is important because it highlights the direct relationship between the frequency of Check-In submission and engagement, and demonstrates just how powerful it can be to increase the attention we give ourselves even when we don't receive the level of high attention we need from our leader.

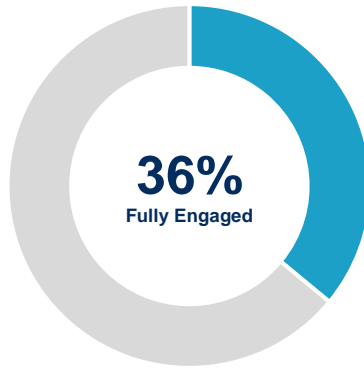
**Group 4: Increased Check-In Submission, High Attention**

The team members selected into this group ( $n = 439$ ) submitted Check-Ins via the StandOut Platform less than weekly throughout the first two quarters of 2024. These users not only checked in less than weekly, but they were consistent in their Check-In adoption and submitted with the same frequency throughout this period (i.e., consistently bi-weekly, consistently monthly, consistently less than monthly) and many of them had the same trend in Check-In frequency for several quarters prior to 2024. During the 3<sup>rd</sup> quarter of 2024, however, these team members began to submit Check-Ins on a weekly cadence and continued to do so through the end of 2024. These team members reported receiving a consistently high level of attention from their leader throughout the 2024 calendar year.

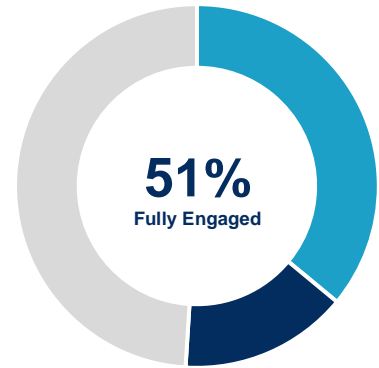
## Q2. Less than Weekly Check-Ins, High Attention

### Changes During Q3

## Q4. Weekly Check-Ins, High Attention



Team members begin submitting Check-Ins via the StandOut Platform on a weekly cadence and this new behavior is sustained for at least two quarters.



From Q2 to Q4, team members in this group began submitting more frequent Check-Ins and **became 2× more likely to be Fully Engaged**. Fully Engaged within this group increased from 36% to 51%, a relative increase of 39%. This finding is important because it highlights the direct relationship between the frequency of Check-In submission and engagement, and demonstrates just how powerful the attention we give to ourselves can be even when we receive very frequent attention from our leader. This indicates that the attention people receive from their leader cannot make up entirely for the lack of attention they are giving to themselves.

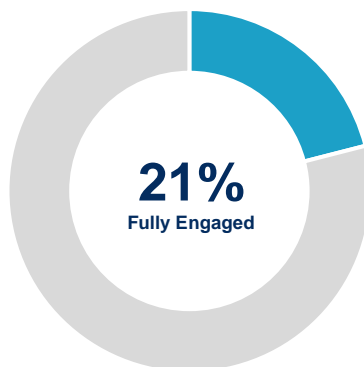
### Group 5: Increased Check-In Submission, Increased Attention

The team members selected into this group ( $n = 297$ ) submitted Check-Ins via the StandOut Platform less than weekly throughout the first two quarters of 2024. These users not only checked in less than weekly, but they were consistent in their Check-In adoption and submitted with the same frequency throughout this period (i.e., consistently bi-weekly, consistently monthly, consistently less than monthly) and many of them had the same trend in Check-In frequency for several quarters prior to 2024. During the 3<sup>rd</sup> quarter of 2024, however, these team members began to submit Check-Ins on a weekly cadence and continued to do so through the end of 2024. During the first two quarters of the year, these team members reported receiving a consistent level of attention from their leader, but that attention was not at a high frequency. During the third and fourth quarters of the year, these team members reported receiving a consistently high level of attention.

## Q2. Less than Weekly Check-Ins, Less than High Attention

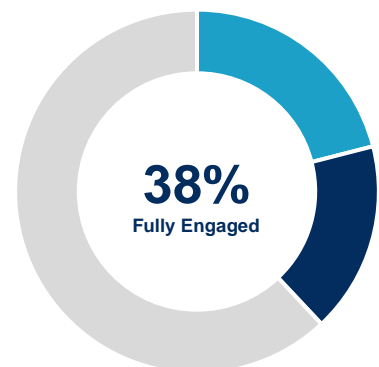
### Changes During Q3

## Q4. Weekly Check-Ins, High Attention



Team members begin submitting Check-Ins via the StandOut Platform on a weekly cadence and this new behavior is sustained for at least two quarters.

Team members begin to report receiving attention at a high frequency and this new behavior is sustained for at least two quarters.



From Q2 to Q4, team members in this group began submitting more frequent Check-Ins and **became nearly 2.5× more likely to be Fully Engaged**. Fully Engaged within this group increased from 21% to 38%, a relative increase of 86%. This finding is important because it highlights the direct relationship between the frequency of Check-In submission and engagement, and demonstrates just how powerful the combination of frequent attention from oneself and frequent attention from one's team leader can be.

## Summary of Findings

Submitting a Check-In via the StandOut Platform provides a process by which team members “check in with self” that then triggers a bid for attention which may be followed by the team leader viewing the Check-In and / or the team member receiving attention leader.

When asked to identify the biggest benefit of submitting StandOut Check-Ins, team members provide responses that fit into three themes: planning future work, reflecting on work that “strengthened me”, and a low-effort (low-risk) way to hold one’s self accountable for completing work (and for holding their leader accountable for not communicating with them if they needed to change focus).

### Check-In Frequency Correlates to Engagement

Fifty-four percent of team members who submit Check-Ins on a weekly cadence (and responded to the Engagement Pulse) are Fully Engaged, compared to only 44% of those who submit bi-weekly, 38% of those who submit monthly, 29% of those who submit less than monthly, and 18% of those who did not submit any Check-Ins at all.

### Team Leader Check-In Attention Correlates to Engagement

Fifty-five percent of team members whose static team leaders viewed their Check-Ins at least 80% of the time they submit them are Fully Engaged, compared to only 42% of those whose leaders viewed Check-Ins 30%-79% of the time, 31% of team members whose leaders viewed Check-Ins 1%-29% of the time, and 35% of team members whose leaders did not view any of their Check-Ins.

Team members who have leaders who view their submitted Check-Ins 1%-29% of the time are consistently less likely to be Fully Engaged than team members whose leaders never view their Check-Ins.

Forty-seven percent of team members who report receiving attention from their static team leader 80%-100% of the time when they submit a Check-In are Fully Engaged, compared to 30% (or less) of team members who receive attention less frequently.

Forty-eight percent of team members who perceive the attention they receive from their team leader to be “very high” quality are Fully Engaged, compared to 40% of those who receive “high” quality attention, 10% of those who rate the attention they receive as being “fine” and 0% of those who rate the attention they receive as being of “low” or “very low” quality.

Regardless of the frequency with which someone submits Check-Ins, those who receive a high level of attention from their leader are more likely to be Fully Engaged than team members who submit Check-Ins with similar frequency but receive less frequent attention from their leader.

### New Findings! Evidence of a Causal Relationship between Attention and Engagement

Exploring changes in engagement that happen following changes in Check-In adoption and attention behaviors yielded the first empirical evidence of a causal relationship between attention and engagement.

- % Fully Engaged increases by 75% when team members who consistently submit Check-Ins less than weekly and receive attention from their team leaders with less than high frequency begin to receive a high level of attention.
- % Fully Engaged increases by 59% when team members who consistently submit Check-Ins on a weekly cadence experience an increase in the frequency of attention they receive from their leaders and consistently begin receiving a high level of attention.
- % Fully Engaged increases by 87% when team members who do not receive a high level of attention from their leaders increase their Check-In frequency and begin submitting weekly Check-Ins.
- % Fully Engaged increases by 39% when team members who receive a high level of attention from their leaders increase their Check-In frequency and begin submitting weekly Check-Ins.
- % Fully Engaged increases by 86% when team members who submit Check-Ins less than weekly and do not receive a high level of attention from their leaders increase their Check-In frequency to weekly and begin receiving attention from their leaders at a high level.