

Welcome to qChange!

Thank you for choosing qChange software to facilitate your journey towards personal and professional development. qChange is designed to empower individuals and organizations to achieve their leadership growth goals through continuous improvement, feedback, and behavior change. This user manual is your guide to getting started with qChange and making the most out of its features and functionalities.

The Science Behind the Nudge

Research has underscored the profound impact of habit formation on behavior change and personal development. Studies in psychology and neuroscience have revealed that habits are deeply ingrained patterns of behavior that are governed by neurological processes. According to research conducted by Duke University, habits form through a process called "chunking" where repeated actions become encoded into neural pathways, making behaviors more automatic and less reliant on conscious effort. This suggests that by intentionally repeating actions over time, individuals can cultivate habits that shape their daily routines and ultimately influence long-term outcomes.

Moreover, research conducted by the University College London highlights the role of habits in facilitating goal attainment and sustaining behavior change over time. The study found that individuals who successfully formed habits were more likely to achieve their desired goals compared to those who relied solely on willpower. This underscores the power of habits as a mechanism for maintaining consistency and perseverance in pursuit of personal objectives. By harnessing the science of habit formation, individuals can leverage the inherent efficiency of habitual behavior to create lasting changes in their lives, ultimately leading to improved well-being and fulfillment.

The Nudge Cycle Creates A Learning Habit

To grow soft skills and increase self-awareness in the flow of work, qChange has developed the **Nudge Cycle**. The Nudge Cycle has 4 unique steps that repeat to provide continuous practice and form habits:

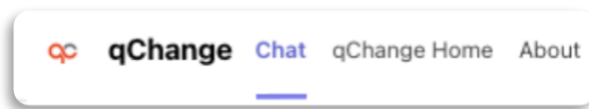
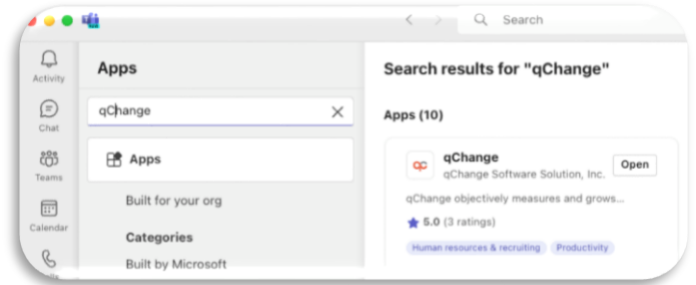
1. The Nudge
2. Self-rating
3. Ratings from others
4. Measurement



Once you have created your account and profile, qChange delivers the Nudge Cycle in the **chat section** of your collaboration application, such as Microsoft™ Teams.

Installing qChange

1. The qChange app is found and installed within Microsoft™ Teams.
2. In the left-hand navigation of Teams, select the Apps icon. Search for **qChange** and select it.
3. Then choose **Add** from the pop-up window.
4. qChange will now show up as an icon in the left-hand channel within Teams.
5. Next, visit the qChange chatbot to create your profile.



Pro Tip: Get quick access to the Nudge Cycle

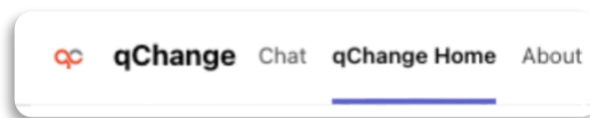
Once installed, qChange will show up as an app in the left hand channel within Teams. For quick and easy access to nudges and rating cards, “pin” qChange to the channel using a right mouse click on the qChange icon, then select **pin** from the menu.

Creating Your Profile

Creating your profile includes 5 steps and takes just a few minutes. To begin, use your Microsoft™ user ID to sign on. Next, follow the prompts on each page to:

1. Answer the profile questions
2. Determine your communication style
3. Select your focus areas
4. Connect your calendar
5. Select and invite Boosters.

Complete your profile by hitting the **Select** button on the confirmation page. When finished, qChange will land you on the qChange Home page within the application.



Pro Tip: Use a previous skills assessment to identify your focus areas to develop.

Nudge Cycle Details

As noted in the overview, the Nudge Cycle has 4 unique steps. All steps occur within the qChange chat in Teams. We'll review each step below.

1. The Nudge

Nudges are prompts that remind you of actions that you can perform in an upcoming meeting (and elsewhere). They are related to your currently selected focus areas. They are delivered to the chat approximately 8 minutes prior to the meeting start time.



How many nudges will you receive each day? The qChange algorithm identifies up to 2 meetings per day for nudging. For a meeting to be considered for nudging, one or more of your Boosters must have accepted the meeting. Also, you must be to meeting organizer or accept the meeting so qChange knows you will be there.

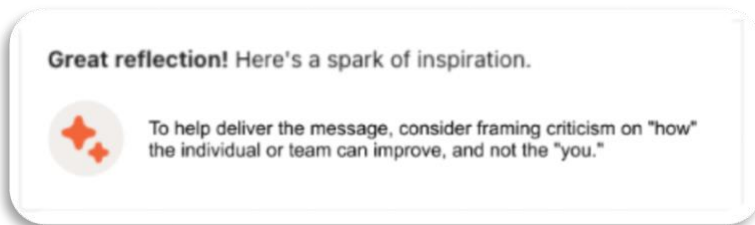
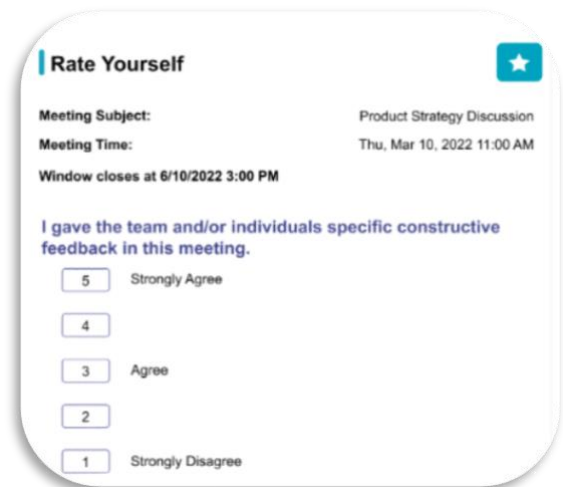
Pro Tip: Keep your calendar current by accepting meeting invitations. However, if you respond "Tentative" or frequently double-book meetings, qChange doesn't know which meeting you will attend and will skip those meetings for nudging.

2. Self-Ratings

Self-ratings are provided to Catalysts within 5 minutes of the scheduled meeting end time. A self-rating card is delivered via the qChange chat and will ask you to rate how well you performed the nudged skill in the meeting. This quick reflection will help you become more self-aware.

You must complete the self-rating card within 6 hours or it will expire.

Pro Tip: Receive a Spark! Once you complete the self-rating, a learning "Spark" is delivered and includes an additional skill tip for your focus area.



3. Booster Ratings

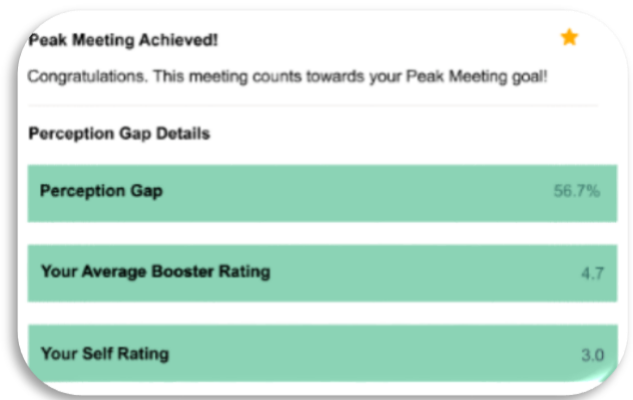
At the same time as the Catalyst receives their self-rating request, Boosters also receive a similar rating request via qChange chat. They also have 6 hours to complete. However, if all Boosters rate quickly and you have completed a self-rating, you will receive a **Rating Cycle Complete** card immediately.

Remember, all Booster ratings and feedback are anonymous. Average Booster ratings will be between a low score of 1 to high score of 5. Strive for 4s and 5s.

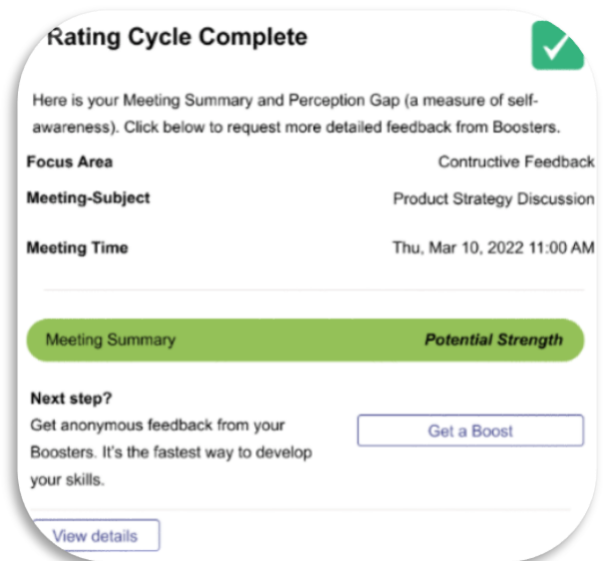
4. Measurement

If 3 or more Boosters provide a rating for a nudged meeting and you completed a self-rating, you will receive a card that immediately provides the average Booster rating. The card also compares this score with your self-rating score with the difference being the **perception gap**.

A positive perception gap indicates Boosters perceived your action higher than you did. A negative perception gap shows that you think you performed better than your Boosters thought you did. Strive for a perception gap of 0.



Pro Tip: Get written feedback! If you want clarification or more information for your performance in a meeting, you can “Get A Boost” from the perception gap card. By selecting this, a written feedback request goes to those Boosters who provided the initial ratings. Boosters have 17 hours to complete the request for written feedback.



Other Nudge Cycle Communications

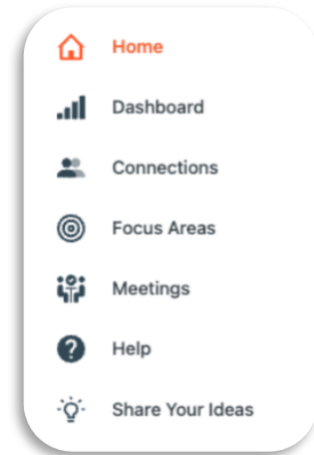
In addition to the Nudge Cycle cards, qChange sends various communications to remind you of rating window closures, the focus areas you are developing, and a weekly Friday afternoon card summarizing your scores for the week.

Boosters also receive a weekly card that shows how much feedback they have provided the previous week, and how many catalysts they are supporting.

Exploring the qChange Application

The qChange **Home** tab within Teams is your pathway to enhance your qChange experience. The qChange application provides the catalyst with access to:

- View your dashboard
- Add more boosters
- Change their focus areas
- Select meetings to nudge
- Update their profile
- Get help
- Share your ideas.



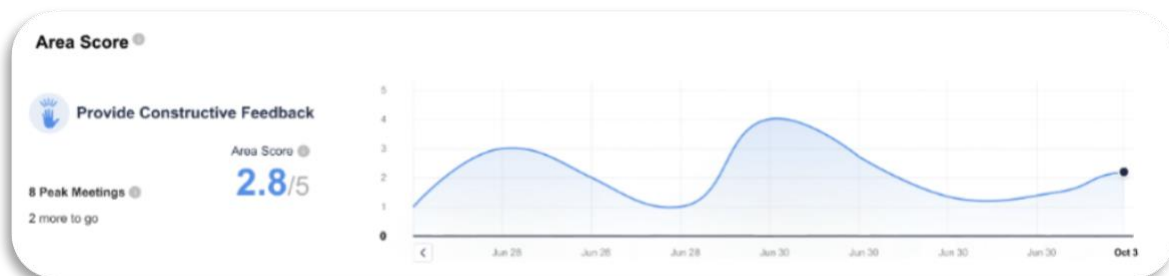
qChange Dashboard

The dashboard begins populating with insightful development data within approximately 4 weeks. The more nudges and ratings you receive, the faster the data will populate.

The dashboard contains 4 charts, 2 on the **Selected Areas** tab and 2 on the **Perception Analysis** tab.

Selected Areas: Area Score

This section provides a trend analysis for each focus area currently being developed. It also calculates an **overall Area Score** and the number of peak meetings attained. Scores between 4 and 5 shows skill proficiency; between 1 and 2 indicates a need for further development.



Selected Areas: Nudge Cycle Success

This section illustrates the status of each Nudge Cycle and if a peak meeting was achieved.

You can also select each meeting's graph bar to see the perception gap and written feedback details from that meeting.



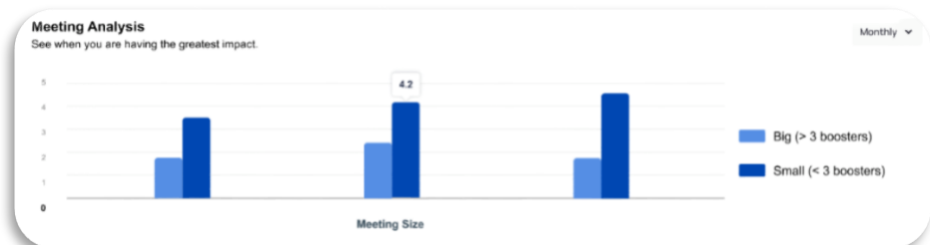
Perception Analysis: Perception Gap Trend

This section illustrates the accumulated perception gap score and trend. A perception gap score of 0 is the ideal target.



Perception Analysis: Meeting Analysis

This section illustrates how Boosters perceive your actions in various meeting situations; big or small, day of the week, and time of day.

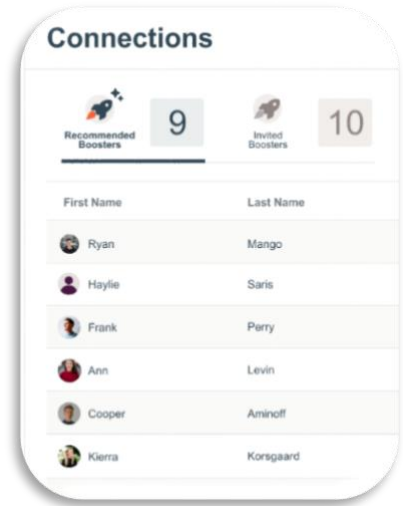


Connections

Select the **Connections** menu item to see which of your invited Boosters have installed qChange and are enabled to provide ratings.

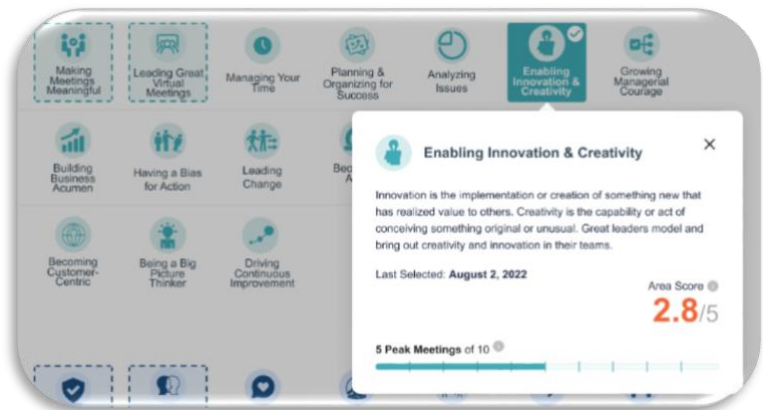
You can also search for and add more Boosters from your network. We recommend having a minimum of 15 Boosters.

Pro Tip: The more Boosters, the more nudge opportunities. So if you are looking to receive more ratings and written feedback, build your Booster community.



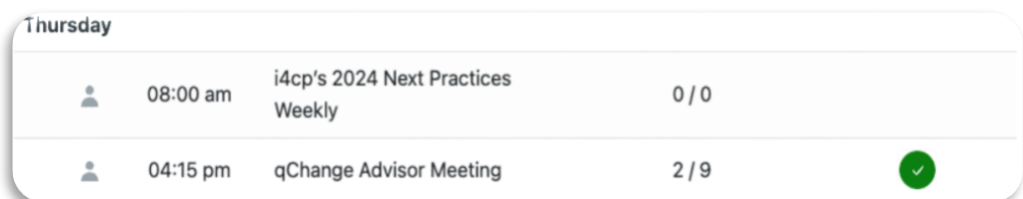
Focus Areas

It's easy to select new focus areas to develop. Choose this menu item to see your current focus areas and score status. Choose the **All** tab to view all focus areas. Hover over the icon to see their definitions and click to select.



Meeting

Sometimes you'll have a meeting that you'd like to receive a nudge for. You can help guide meeting selection by identifying the meeting for qChange. Since there may be other Catalysts in the meeting, there is no guarantee you'll get the nudge, but your odds of receiving a nudge will increase if you provide this information.



Profile

To view and change the profile information that you provided during onboarding, select the gear or **settings icon** in the upper right corner, near your user name.

Help

Selecting **Help** will allow you to view qChange **FAQs** and provide the option to send an email to qChange Support (support@qChange.com).

Share Your Ideas

If you have thoughts on ways we can improve your experience using qChange, please let us know. We love getting feedback!

★ Key Terms ★

Booster. Individuals that you choose to provide both rating and qualitative (written) feedback. They can be anyone in your organization; a direct report, a peer, your manager, or even your boss' boss.

Catalyst. If you are reading this, you are most likely a catalyst. You want to receive nudges and feedback. Catalysts invite boosters who will then provide feedback from meeting activity.

Focus Area. Soft skills you want to improve (other terms for soft skills include: power skills, core skills, interpersonal skills, and leadership skills, to name a few.)

Nudges. Prompts that remind you of actions that you can perform in an upcoming meeting (and elsewhere). They are related to your currently selected focus areas. They are delivered to the chat approximately 8 minutes prior to the meeting start time.

Nudge Cycle. The Nudge Cycle has 4 unique steps that repeat to provide continuous practice and form habits: The Nudge, Self-rating, Ratings from others, and Measurement.

Onboarding. The process where Catalysts install, set-up, and activate the qChange app within their Teams instance. Onboarding also includes training and tuning the user experience to ensure ease of use.

Peak Meeting. When your average booster rating score for a meeting is 3.5 or better, it shows skill proficiency and therefore considered a peak meeting. Once 10 peak meetings is attained, qChange will automatically recommend selecting a new skill to develop.

Perception Gap. The measurement of the difference between (1) a Catalyst's self-rating of their nudged activity and (2) their Boosters rating of the Catalysts demonstration of that Focus Area skill. Ideally, a perception gap will be a very low or 0 value to indicate an alignment between self and peer perception.

★ Troubleshooting ★

If you encounter any issues or have questions about using qChange, refer to FAQ's available on the platform. Additionally, you can reach out to our customer support team (support@qchange.com) for assistance with technical or account-related inquiries.

Area	Issue	Solution	Action Item
Installation	I can find qChange but can't install it.	qChange may need to be enabled by IT.	Request qChange be enabled by IT.
Creating Your Profile	I've installed qChange but can't create an account.	Calendar access may need to be authorized by IT or your program administrator	Request account authorization.
Help	How to get help?	Use qChange chat	Type "help" in qChange chat.
		See qChange App	Select FAQ's in the left menu.
Nudge Cycle	Why aren't I receiving nudges?	Many overlapping or double-booked meetings.	Try to minimize.
		Not enough Boosters attending.	Add more Boosters.
		Other Catalysts attending same meetings and may be receiving nudges.	Add more Boosters.
	I'm not receiving any written feedback.	Receive more ratings and resulting perception gap cards from larger meetings.	Select "Get a Boost" on the perception gap card.
	Will I still get focus area scores even though most of my meetings are 1:1s?	qChange uses all scores received, even those not shared, to compute focus area scores.	Check your dashboard weekly to see your aggregated scores and trends.
Uninstall qChange	I'd like to stop being a Catalyst.	Find the qChange chatbot in Teams	In the chatbot, enter "Stop", then select "Deactivate my Account."
	I'd like to remove qChange from Teams.	Find qChange in left had channel in Teams.	Right mouse click on the qChange icon, then select "Uninstall".



BUILDING LEADERSHIP HABITS FASTER
