



The Activation Edge

The Manager Activation Readiness Assessment

How equipped are your managers to champion your well-being program?

Research consistently shows that managers are the highest-leverage variable in well-being program adoption.

When they're equipped and engaged, participation climbs. When they're not, even the best platform stalls, no matter how much the organization has invested in it.

This assessment helps HR and Benefits leaders diagnose where their manager activation stands across 5 dimensions. It takes about 5 minutes to complete and gives you a clear picture of where the gaps are and what to prioritize.

Let's get started.

Dimension 1

Awareness and Understanding

Do your managers know what your well-being program is and why it matters?

1. Managers can describe the program in their own words.

Think about the last time you asked a manager what the program does. Could they explain it clearly, without reading from a sheet?

- ☐ 0 — Not at all
 ☐ 1 — A few can
 ☐ 2 — Most can
 ☐ 3 — Consistently

2. Managers know why the organization invested in the program.

Do they know the business case? Reduced burnout, retention, resilience? Or do they see it as an HR initiative they're expected to forward?

- ☐ 0 — Not at all
 ☐ 1 — Partially
 ☐ 2 — Mostly
 ☐ 3 — Clearly yes

3. Managers were briefed on the program before it was launched.

Not just a forwarded email, but a real briefing with time to ask questions.

- ☐ 0 — Not at all
 ☐ 1 — A few can
 ☐ 2 — Most can
 ☐ 3 — Consistently

Dimension 1 total (add your scores for questions 1, 2, and 3)

Score: ____ /9

Dimension 2

Communication Confidence

Are your managers comfortable talking about well-being with their teams?

4. Managers have talking points they can use to introduce the program to their teams.

Not a script! Talking points they can make their own.

- ☐ 0 — None
 ☐ 1 — Generic points
 ☐ 2 — Talking points provided
 ☐ 3 — Personalized + practiced

5. Managers know how to respond to common employee questions and objections.

*"Is this mandatory?" "Is my data confidential?" "I don't have time for this."
Do managers know what to say?*

- ☐ 0 — Not at all
 ☐ 1 — Improvising
 ☐ 2 — Basic FAQ provided
 ☐ 3 — Fully prepared

6. Managers have communicated about the program to their teams in the past 30 days.

Mentioned it in a meeting, shared it personally, or followed up with a team member. Actions more than email forwards.

- ☐ 0 — Not at all
 ☐ 1 — A few can
 ☐ 2 — Most can
 ☐ 3 — Consistently

Dimension 2 total (add your scores for questions 4, 5, and 6)

Score: ____ /9

Dimension 3

Active Championing

Are your managers going beyond forwarding emails to actively advocating for the program?

7. Managers have personally enrolled in and used the well-being program.

Managers who've used it are much more likely to recommend it with conviction.

☐ 0 — Most haven't ☐ 1 — Some have ☐ 2 — Most have ☐ 3 — Nearly all have

8. Managers have introduced the program in a team meeting or one-on-one conversation.

A moment where they put their personal credibility behind it. (That's usually not a group email.)

☐ 0 — None have ☐ 1 — A few have ☐ 2 — Many have ☐ 3 — Standard practice

9. Managers proactively connect struggling team members to the program.

Mentioned it in a meeting, shared it personally, or followed up with a team member. Actions more than email forwards.

☐ 0 — No ☐ 1 — Rarely ☐ 2 — Sometimes ☐ 3 — Often

Dimension 3 total (add your scores for questions 7, 8, and 9)

Score: ____ /9

Dimension 4

Ongoing Enablement

Is manager support a one-time launch activity or an ongoing part of your activation strategy?

10. Managers receive regular updates, resources, or content to keep the program top of mind.

A monthly email, a manager-specific content stream, a periodic check-in from HR. Things that make activation an ongoing habit, not a launch event.

☐ 0 — Launch only ☐ 1 — Occasional ☐ 2 — Quarterly ☐ 3 — Frequently

11. New members are onboarded to the well-being program.

When a new manager joins, do they get briefed on the program as part of their onboarding? Or do they find out about it later?

☐ 0 — No process ☐ 1 — Informal ☐ 2 — Partially ☐ 3 — Standard practice

12. Manager engagement with the well-being program is tracked.

*Do you know which managers are active advocates and which aren't?
Can you identify where enablement is falling short?*

☐ 0 — No ☐ 1 — Informally ☐ 2 — Some tracking ☐ 3 — Clearly, yes

Dimension 4 total (add your scores for questions 10, 11, and 12)

Score: ____ /9

Dimension 5

Leadership Modeling

Are senior leaders setting the tone, or leaving managers to figure it out on their own?

13. Senior leadership publicly endorses the well-being program.

A message from the CEO or CHRO, a mention in an all-hands meeting, a visible signal that this matters at the top.

☐ 0 — Never ☐ 1 — At launch ☐ 2 — Occasionally ☐ 3 — Consistently

14. Leaders model participation. They're enrolled and say so.

Employees watch what leaders do, not what they send in emails. Are your senior leaders visibly participating?

☐ 0 — No ☐ 1 — Some do ☐ 2 — Most do ☐ 3 — Actively vocal

15. Well-being and resilience are part of how leaders talk about team performance and culture.

Not a separate HR topic. Woven into leadership language around how the organization operates.

☐ 0 — Separate topic ☐ 1 — Occasionally ☐ 2 — Sometimes ☐ 3 — Part of our culture

Dimension 4 total (add your scores for questions 13, 14, and 15)

Score: ____ /9

Your Total Score

Dimension 1 Awareness and Understanding	____ / 9
Dimension 2 Communication Confidence	____ / 9
Dimension 3 Active Championing	____ / 9
Dimension 4 Ongoing Enablement	____ / 9
Dimension 5 Leadership Modeling	____ / 9
TOTAL SCORE	

What Your Score Means

Score	Readiness level	What it means
0-15	Critical gap	Your managers are largely on their own. Without structured enablement, your well-being program is probably being carried by a small number of internal champions. Most employees are unlikely to hear about it from their direct manager.
16-25	Emerging foundation	Some of the right elements are in place, but manager activation is inconsistent. Certain teams will see strong participation; others will see very little. The gap is almost certainly visible in your enrollment data.
26-35	Active but incomplete	You have a working manager enablement strategy. The gaps are likely in ongoing cadence and leadership modeling. The risk is that activation is strong at launch and weakens over time as managers move on to other priorities.
36-45	High readiness	Your managers are genuinely equipped to champion the program. The focus at this level shifts from building enablement to sustaining it, scaling it across new leaders, and connecting it to broader culture and performance outcomes.

Where to Go From Here

Look back at your dimension scores alongside your total. A low total with one or two high-scoring dimensions tells a different story than a uniformly low score across all five. The dimensions where you scored lowest are your highest-leverage opportunities.

Low score on Dimension 1 or 2

Managers need a structured briefing before you can expect them to communicate with confidence. Start with a briefing kit that gives them talking points, a program overview, and answers to common questions.

Low score on Dimension 3

Managers are aware but not active. The most effective fix is making personal participation easy: get them enrolled, give them a 5-minute meeting agenda insert, and ask them to share one personal reaction with their team.

Low score on Dimension 4

You have a launch strategy, but not an activation strategy. Managers need regular content and reinforcement to keep the program visible beyond month one. Build a quarterly manager touchpoint into your calendar.

Low score on Dimension 5

Leadership visibility is the lever that multiplies everything else. Even one visible endorsement from a senior leader at the right moment can shift a team's perception of whether this program matters.

READY TO CLOSE THE GAPS?

See how meQ equips managers to champion well-being at scale

meQ's Manager and Leader Enablement services are built around exactly what this assessment measures, giving managers the awareness, confidence, tools, and ongoing support to drive real participation. Organizations that activate their managers effectively see 10% higher enrollment and 15% more persistent engagement.



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