Our Agenda for Today

- *Review best practices from the SirsiDynix leadership team*

- *Review staff feedback about what increases their morale*

- *10-minute summary of "Leading with Gratitude"*

- *Review free motivators assessment and how it can help increase morale*

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Best Practices from SirsiDynix Managers

Practices

From the SirsiDynix Managers

- I took an informal survey of the executive management team at SirsiDynix asking for their most important morale-enhancing tips.

- The next slides are a summary of those findings.

- See if any of these best practices might be implemented in your organization.

Communicate

- Rarely do employees feel like they are getting as much information as they'd like.

- This includes organization-wide, departmental and one-on-one meetings.

- In the absence of data, most people will infer bad news. A vacuum will be filled. Don't allow a vacuum.

- Over-communicate, especially in these socially-distanced times.

Top Tip #1a
Don't Shoot the Messenger

- It's important not to punish—even tacitly—those who have the courage to deliver or acknowledge bad news.

- The only way an organization improves is to act on real data—the good, the bad and the ugly—and not sweep dysfunction or malignancies under the rug.

- Affirming and even rewarding the bearers of tough news is a common characteristic of healthy, progressive organizations.

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Top Tip #2

Assume Positive Intent

- Assume that people generally want to do good work.

- If they underperform, look first to systems and leadership for failures before assigning blame to the individual.

- A key business maxim states that, *"Poor performance often results from a lack of understanding as to what is expected."*

Indra Nooyi

Former CEO, PepsiCo

"Whatever anybody says or does, assume positive intent. *Your whole approach to a person or situation becomes very different.* When leaders assume negative intent, they can quickly become angry or annoyed by those who bring them problems."

Hubert Joly

Former CEO, Best Buy

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"I may be one of the most naive people on the planet, but I've always assumed that people are trying to do their best. Sometimes I get disappointed, but I'm okay with that because it's so much healthier that way than assuming the worst."
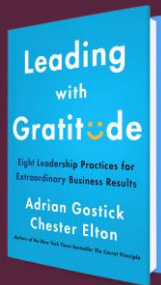
Top Tip #3

Don't Put Off Needed Changes

- (This is actually the flip-side of tip #2)
- Once you recognize that an individual is not healthy for the organization and/or its people and is demonstrably not a healthy fit, address the issue as promptly as your process permits.
- Postponing the inevitable only increases the damage to the organization and its staff.
- Morale of the rest of the staff is actually improved when they see management acting decisively.

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Public vs Private Communication

Depth #4

- Managers should work to stay informed and involved in what staff & teams are doing and get involved in a positive way (not as a "spy").

- Praise should be public, widespread and frequent.

- Critiques should be private and constructive.

- Avoid the easy way out of implicating "the many" in order to call out bad behavior of "the one".

Give It Now, Give It Often, Don't Be Afraid

Leading with Gratitude
Eight Leadership Practices for Extraordinary Business Results
Adrian Gostick
Chester Elton

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- The closer to the achievement a leader or co-worker expresses gratitude, the more impactful it is.
- Many leaders figure they'll stockpile praise, and share it all at once, in quarterly one-on-ones or in annual reviews.
- The study shows this rarely works, or even actually happens.
- Even when a manager is organized and thoughtfully accumulates and preserves praise for a formal setting, many important *qualitative* contributions are inevitably lost in the *quantitative* weeds. It's best not to wait!

GRATITUDE DOESN'T KEEP
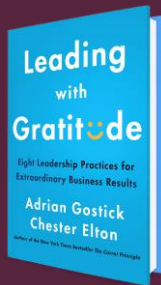
Underripe

Barely ripe

Ripe

Very ripe

Overripe

Frequency Doesn't Detract from Meaningfulness

- Some feel that regular expressions of gratitude will make it seem trite.
- Imagine you go to a soccer game and decide, as parents and supporters, that all the clapping and cheering is really too much, and so you are going to hold your applause until the end of the game...if they win.
- Ridiculous, right? And yet, how often do leaders and peers take this approach? Gratitude doesn't get old if it's aligned with what the organization and the team value most!

Leading with Gratitude

Eight Leadership Practices for Extraordinary Business Results

Adrian Gostick
Chester Elton

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Top Tip #5

Inter vs Intra Team Collaboration

- Whenever feasible, provide opportunities for collaboration not only within teams but also across teams and departments.

- The cross-pollinizing of best-practices and innovation may delight and surprise you and benefit the entire organization.

- We have seen firsthand the morale boost that accompanies such collaboration.

Top Tip #5a

Empower Your Employees

- A culture that encourages staff to design and implement programs and strategies—without having to go through 15 layers of approval—will greatly enhance motivation.

- Mistakes will happen from time to time, but if those mistakes are seen as learning opportunities rather than career-ending events, the innovation, engagement and loyalty of staff will greatly outweigh those rare mistakes.

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Top Tip #6

Get Personal!

- Personal, handwritten notes of appreciation go a long way toward sustained employee morale.

- Have a goal to send a few notes every month to those who have gone above and beyond, as well as work and personal anniversaries, birthdays, etc.

- Works wonders on both top performers as well as those you hope will become top performers!
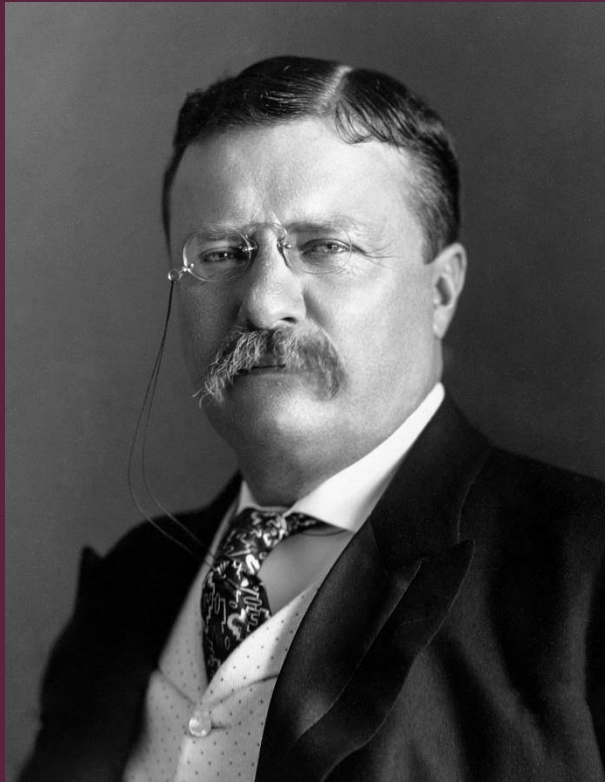
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Top Tip #7
You Impressed Me!

- Several years ago, SirsiDynix implemented the "YIMEE" (You Impressed Me) program.

- It is a structured, company-supported way of rewarding great behavior.

- YIMEES can be used by employees to purchase items from the company store, as well as snacks from the breakroom.

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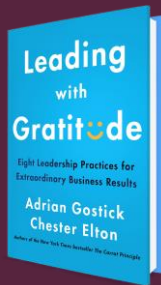
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Top Tip #7a
Make It Peer-to-Peer

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- Several departments at SD have taken this concept a step further.

- They allot a certain number of "points" each month to give out to peers for great performance.

- At the end of the month, they can use those points to bid on items put up for auction (gift cards, PTO, food, etc)

- You can customize this program as needed for your organization.

Make It Peer-to-Peer

- Manager-to-employee and peer-to-peer gratitude fulfill separate human needs.
- When employees are grateful to each other, they affirm positive concepts typically valued in their colleagues, such as trustworthiness, dependability, and talent.
- Peer recognition reinforces psychological safety (a safe place for taking a risk and having your voice heard.)

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Top Tip #8

Have fun!

- Find opportunities to celebrate accomplishments—or just celebrate.

- Create and keep traditions. Many department heads have a number of annual celebrations that focus on both work and non-work-related events.

- One department has a rotating "fun team" (six month terms) that designs and plans activities to boost morale, unity and appreciation.

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Modest, Consistent Goals Win Out in the Long Run

- Improving morale takes time and consistent effort.

- The best approach is small, focused, organic and sustainable change rather than a big, flashy program that fizzles or is met with skepticism.

- Don't wait to create some master program before you act. Act today with a sincere gesture, activity or action. Then build on it.

Small Wins As Well As Big Achievements
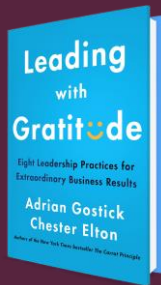
- One of the most distinctive attributes the authors found in great executives is that they notice and express appreciation for small-scale efforts as much as they celebrate major achievements.
- "The only way you get to big wins and big goals is to accomplish your little wins and little goals—that's why celebrating them is really important."
  - Chad Pennington (NFL Quarterback)

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*Insights from SD
Staff About Morale
Boosters*

Employees Are People Too!

"As one who came from big retail where I was just another body running a store. I appreciate that management recognizes that I am a person and appreciates the value I bring to the company."

Birthday Celebrations Are Important

"I love that we celebrate birthdays, even in a small way. Few things make you feel like people care like joining a meeting and having everyone wish you a happy birthday or getting those messages from coworkers throughout the day!"

Happy Employees Make Happy Customers

"[They] take the time to make work fun for employees. Like, actual fun, not just fliers and emails with bright colors and lots of exclamation points. How many HR managers take the time to make a video with safety tips for Velociraptor Awareness Day? How many IT departments hold a cookout for the entire company? But they do those things because it matters that employees enjoy their jobs."

"Thank You" Is a Powerful Morale Booster

" 'Thank you' is the most common phrase I hear and see at work. We're all saying it, all the time. Sometimes it's as quick and simple as a 'TY' emoji, sometimes it's a call from your boss, but when we do good work, people notice and they appreciate it. And they say so.

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Alan Mulally

Former CEO, Ford Motor Company

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"Leadership is about people. It's all about appreciating them, loving them, and thanking them every step of the way."

R-E-S-P-E-C-T

"Respect is a big part of it. Respecting my time, my goals as an individual and as a team member. SD is the only company I've ever worked for that asked me what my long-term career goals are and how they can help me work towards them. It shows that they care about me as an actual person and not just as someone who can complete a task for them. It creates an environment that's collaborative and supportive instead of judgmental or punitive."

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Transparency Builds Trust & Trust Builds Morale

"Transparency of Upper Management: I appreciate that there is transparency in good times and 'bad'. It makes me feel like I am serving a common goal.

That in turn with my immediate managers and how they disseminate the same information further it always feels grounded."

Respect Staff Time

"Respectful Time Management: I appreciate that as a team in general we have really fostered an environment that is respectful of each other's time. We plan projects, we work together and collaborate so at the end of the day we have accomplished enough that we can log off and have clear boundaries on work time vs non-work hours."

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An Environment of Collaboration and Trust

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"Our Team culture is pretty amazing: We have no egos or overly emotional teammates. The team works hard, they are respectful yet fun, collaboration is encouraged. The team fosters and environment where you can ask questions, brainstorm ideas and flow without criticism.

I've been in places where they say they have this kind of culture, then once you're in you see it's not what it appears. I appreciate SD is what it says it is. And works to fulfill the kind of culture they say

Thoreau

American Essayist,
Poet & Philosopher

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The Power of Soliciting Input

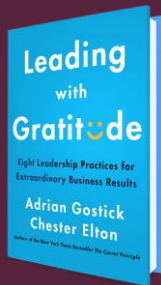*"The greatest compliment anyone ever gave me was when they asked me for my opinion and then attended to my answer."*
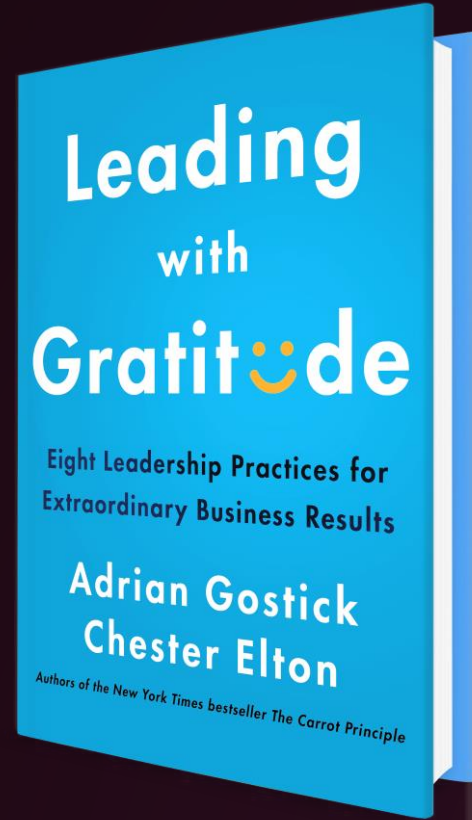
The Gratitude Gap

What is the Gratitude Gap?

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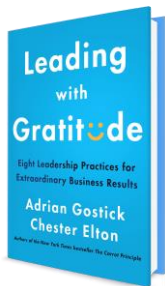DIRECTORS EDITION
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67% of managers believe they are "**above average**" at appreciating great work
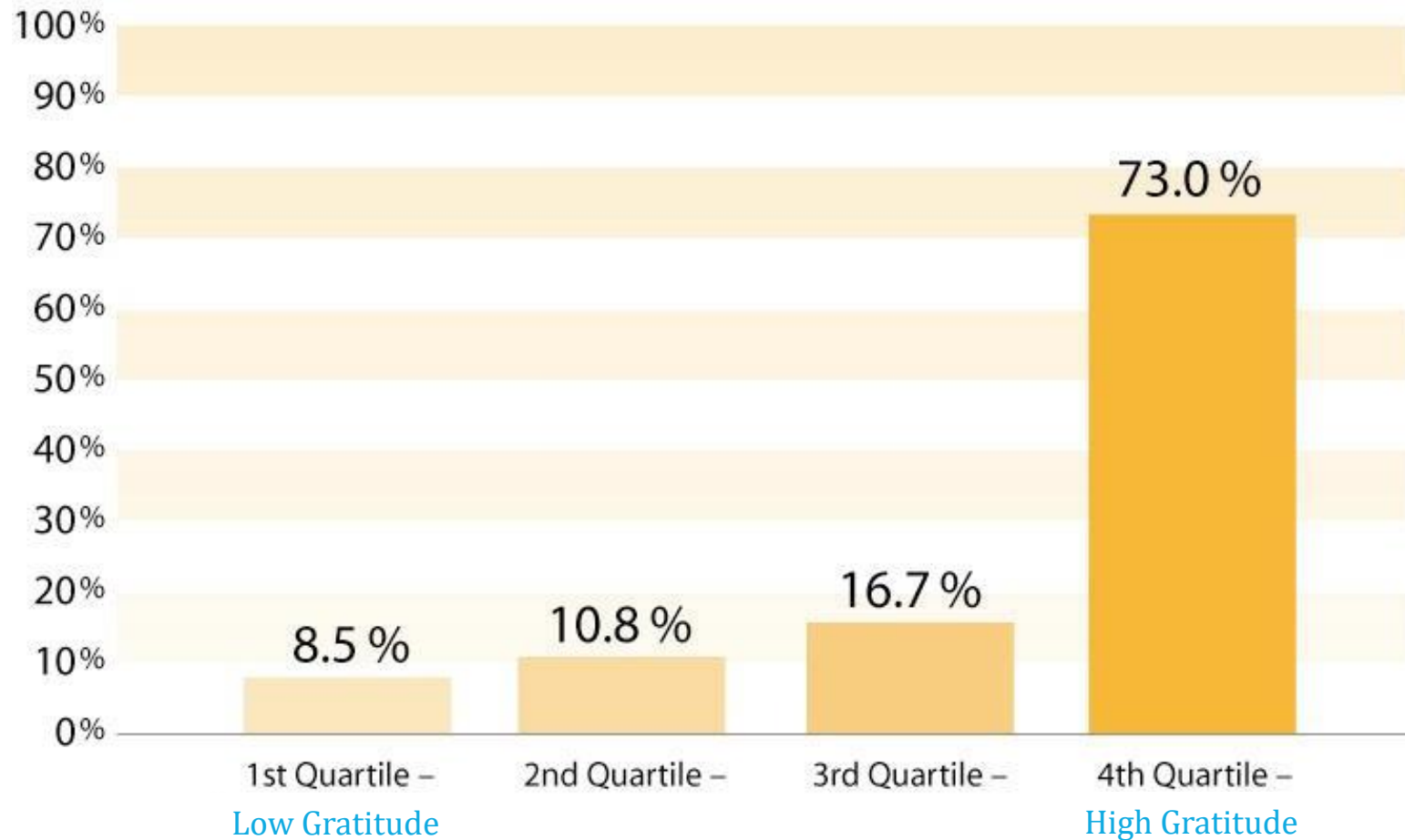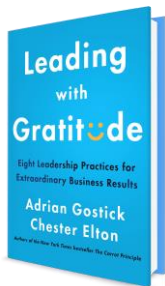
But only **23%** of employees **agree**

Percent of Employees "**Completely Satisfied**" with Their Jobs by Level of Gratitude
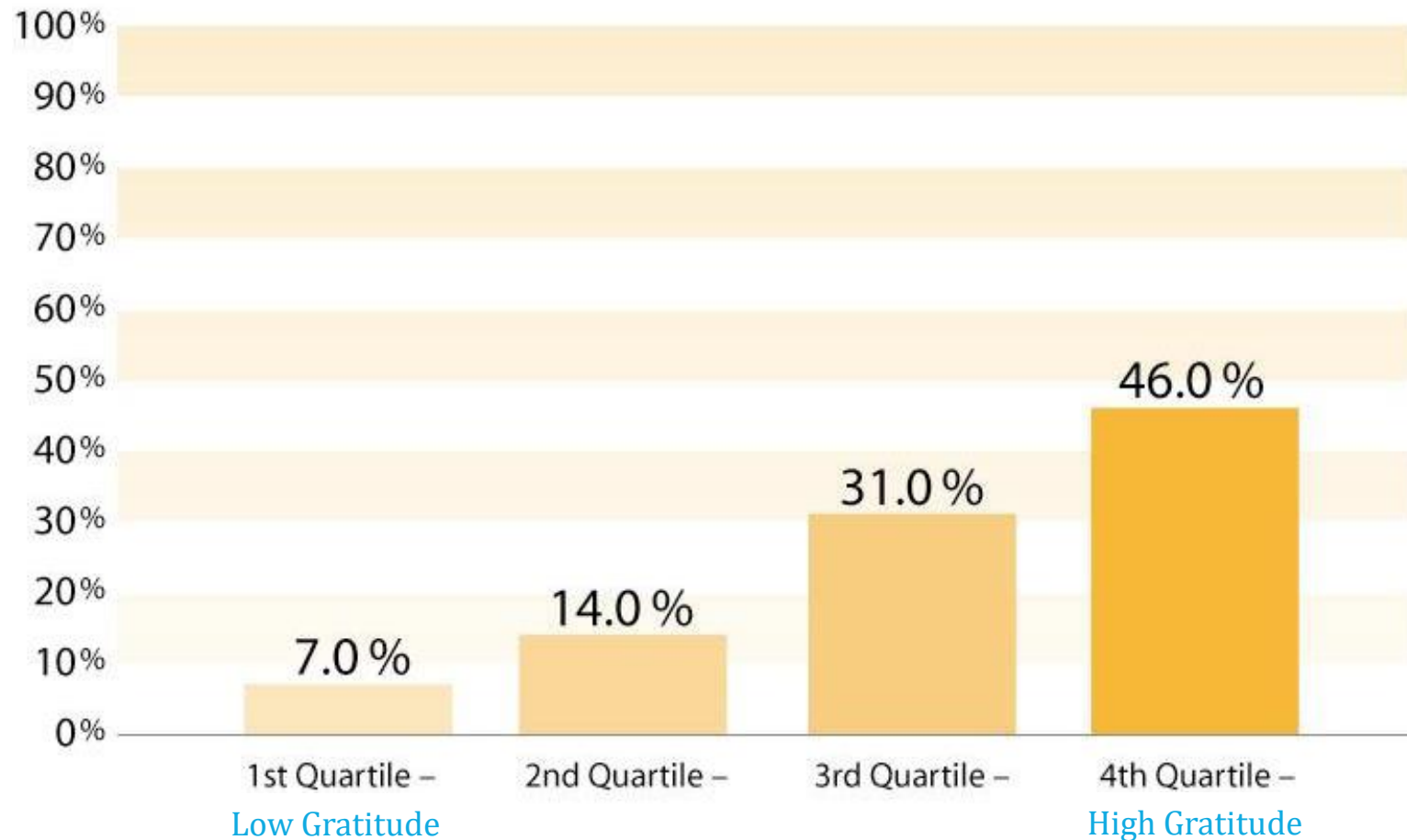
Percent of Employees Who Are **"Highly Engaged"**
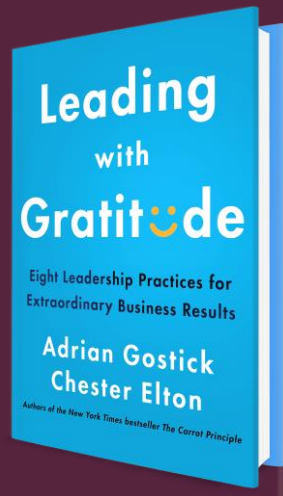## by Level of Gratitude

Top 10 Reasons Employees Cite for Leaving a Job:

10. Lack of support
9. Feeling over-worked/stressed out
8. Poor communication
7. Poor management
6. Bad manager
5. Feeling underutilized
4. No growth or advancement opportunity
3. Lack of respect
2. **Not being appreciated or recognized**
1. Lack of trust or autonomy

U.S. Department of Labor

Gratitude Myths

Gratitude Myths

Below are some common reasons leaders cite for not showing more gratitude

1. I don't want to appear as easy to please—i.e. not demanding enough

2. I don't want my staff to think I'm insincere

3. Fear is the best motivator, not praise

4. People expect way too much praise nowadays

5. I just don't have the time

6. I'm just not wired that way

Ken Chenault

Former CEO
American Express

"This idea of 'I want to be very stingy with gratitude' gets confused to mean I'm not being demanding enough. It's just the opposite. You can be demanding and frequently bestow gratitude and be very authentic."

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Gratitude Myth #3

Myth Debunked: The Fear Factor

In reality, the data indicates fear is not as effective as appreciation...

37% of employees say they work harder if they fear losing their job.

38% say they work harder when the boss is demanding

But...

A whopping 81% of working adults say they work harder when the boss shows appreciation for their work!

Charles Schwab

Business Leader

"I have yet to find the [person], however great or exalted their station, who did not **do better work**, and **put forth greater effort** under a spirit of approval than under a spirit of criticism."

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Gratitude Myth #4

Myth Debunked:
Too Much
Praise

In reality, the data indicates...

• Most Millennials and Gen Z's have grown up with more coaching from parents, teachers & leaders than any prior generation. They WANT feedback.

• People who seek gratitude typically have high self-esteem.

• Gratitude provides clarity reinforcing that their work is valuable and their contributions are important!

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Gratitude Myth #5

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Myth Debunked: Not Enough Time

In reality, the data indicates...

- The best managers surveyed spent about **one hour a week** praising and recognizing staff.

- That's less than **2% of a typical work week**, yet they consistently had higher employee engagement, higher customer satisfaction and higher team achievement of goals than bosses who were stingy with praise.

- In reality, there is not enough time NOT to show gratitude to staff!

Gratitude Myth #6

I'm Just Not Wired That Way
The Top 40 Employee Compliments

If you want some great ideas on how to start, check out

www.progressivewomensleadership.com/it-pays-to-praise

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1. "Having you on the team makes a huge difference."
2. "You always find a way to get it done – and done well!"
3. "It's really admirable how you always see projects through from conception to completion."
4. "Thank you for always speaking up in team meetings and providing a unique perspective."
5. "Your efforts at strengthening our culture have not gone unnoticed."
6. "Fantastic work!"
7. "Even when the going gets tough, you continue to have the best attitude!"
8. "It's amazing how you always help new employees get up to speed."
9. "Wow! Just when I thought your work couldn't get any better!"
10. "Your work ethic speaks for itself."
11. "Thanks for always being willing to lend a hand."
12. "The pride you take in your work is truly inspiring."
13. "You're so great to work with."
14. "I am continually impressed by the results you produce!"
15. "Thank you for being so flexible."
16. "It's incredible how thorough your work is."
17. "Your work ethic is out of this world!"
18. "You have an extremely healthy perspective."
19. "You're one of the most reliable employees I've ever had."
20. "Thank you for setting a great example for your coworkers."

Key Principles of Leading with Gratitude

1. Maintain a ratio of at least 5-to-1 praise to criticism

2. Reward small wins as well as big accomplishments

3. Don't delay. Show gratitude for great performances right away

4. Seek your staff's input and recognize great ideas

5. Assume positive intent

6. Encourage peer-to-peer expressions of gratitude

The Promise of Gratitude

Brene Brown

Professor
Univ. of Houston

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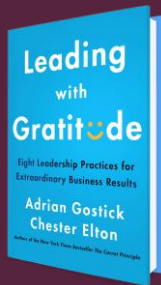
"The relationship between joy and gratitude was one of the important things I found in my research. *I did not interview one person who described themselves as joyful who did not actively practice gratitude.*

It's not joy that makes us grateful, it's gratitude that makes us joyful."
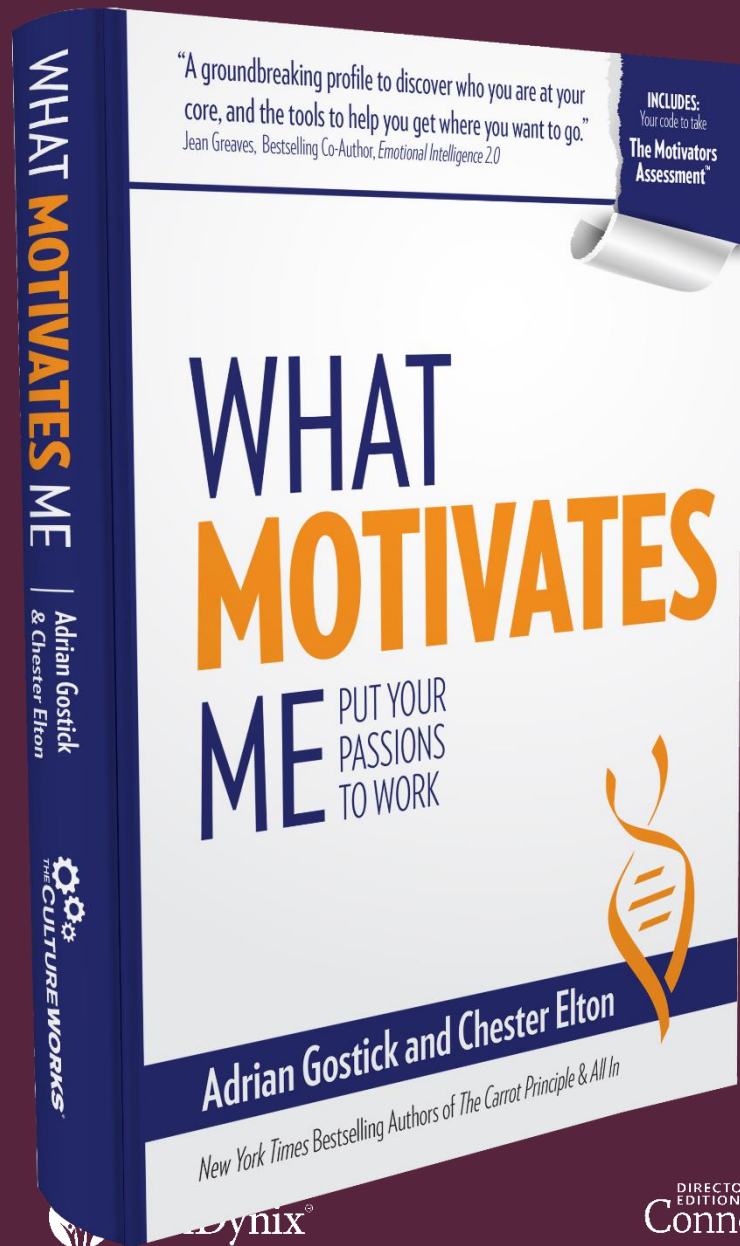
Get Started Today!
Draft a Note of Appreciation

- Identify someone deserving of your **praise.**
- Tell them **exactly** what they did right.
- Tell them what **value** or **goal** they met.
- Explain how that **impacted** you or the team.
- Express sincere **gratitude.**

Leading with Gratitude

Eight Leadership Practices for Extraordinary Business Results

Adrian Gostick
Chester Elton

Authors of the New York Times bestseller The Carrot Principle

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The Motivator's Assessment (and it's free!)

Have Your Team Take the Motivator's Assessement

- Everyone is a little bit unique in what motivates them to get out of bed and face the world every morning.
- We vary in what we love, what we feel ambivalent about, and what we shy away from.
- As part of this presentation, we'll be giving you a link to get a 100% absolutely free, no strings attached motivators' assessments for you and your team.
- This will give you great insights as to how to best tailor your gratitude toward your fellow team members.

Measure 23 Workplace Motivators
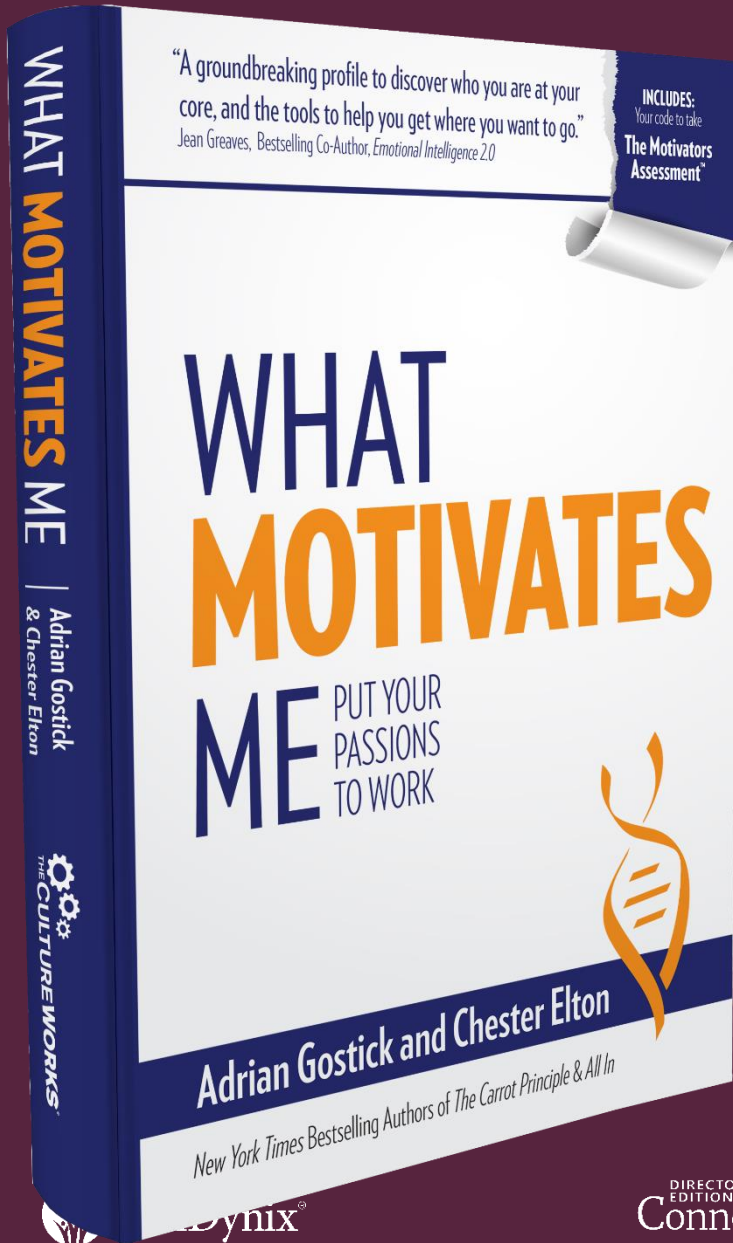
1. Autonomy
2. Challenge
3. Creativity
4. Developing Others
5. Empathy
6. Excelling
7. Excitement
8. Family
9. Friendship
10. Fun
11. Impact
12. Learning
13. Money
14. Ownership
15. Pressure
16. Prestige
17. Problem Solving
18. Purpose
19. Recognition
20. Service
21. Social Responsibility
22. Teamwork
23. Variety

THE ACHIEVERS
Challenge
Excelling
Ownership
Pressure
Problem-Solving

THE BUILDERS
Developing Others
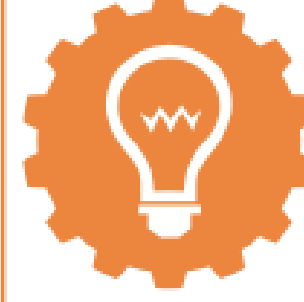Friendship
Purpose
Service
Social-Responsibility
Teamwork

THE CAREGIVERS
Empathy
Family
Fun

THE REWARD-DRIVEN
Money
Prestige
Recognition

THE THINKERS
Autonomy
Creativity
Excitement
Impact
Learning
Variety

23 Motivators / 5 Identities

1.	**VARIETY**	For those highly motivated by variety, routines are deadly; in fact, they can drive them batty. They like to change responsibilities frequently to keep things interesting. Trying new work tasks, being given new assignments, or working on a cross-functional team can give them a terrific charge.
2.	**IMPACT**	Those who are highly impact-driven want to know they are doing work that is important. They often feel a sense of destiny, that they are supposed to do something that will create positive change in the world, and they are usually willing to lead out and can become frustrated if they don't see the positive outcome of their efforts.
3.	**LEARNING**	Those for whom this is a major driver thrive on trying new things and growing. For some, the pursuit of knowledge is its own goal, while for others the emphasis is on making themselves better at what they do. The stimulation of making new discoveries and seeking out new information outweighs any hesitation to be seen as a bit dorky.
4.	**SERVICE**	Those driven to serve tend to believe it's a moral obligation to help those around them. That means they put the spotlight on others' needs, and helping others takes precedence over helping oneself. Don't expect them to blow their own horn. They take great satisfaction from being willing to sacrifice of themselves, giving their time and talents to others.
5.	**EXCELLING**	This motivator leads people to crave the feeling of successfully completing a task, especially when the bar is set high. They want to feel they're doing the highest quality work and are meeting or exceeding expectations. They want to get things done on time and will do pretty much whatever it takes to do so.
6.	**FAMILY**	People motivated by family want their loved ones to be proud of them and to know they'll always be there for them. They try to make family a high priority, which means balancing home and work time. Their greatest goal is to leave a legacy of love.
7.	**PROBLEM SOLVING**	When this is a leading motivator, people tend to get a great deal of satisfaction from finding solutions, especially in a crisis, and from resolving conflicts. They also enjoy helping others to come up with ways to solve their own problems—digging in to come up with a realistic plan. They relish the mental exercise of looking at challenges from multiple angles; and trite

MODERATE

NEUTRAL

8.	Challenge	12.	Pressure	15.	Excitement	18.	Recognition	21.	Developing Others
9.	Creativity	13.	Empathy	16.	Purpose	19.	Prestige	22.	Fun
10.	Ownership	14.	Teamwork	17.	Social Responsibility	20.	Friendship	23.	Money
11.	Autonomy						
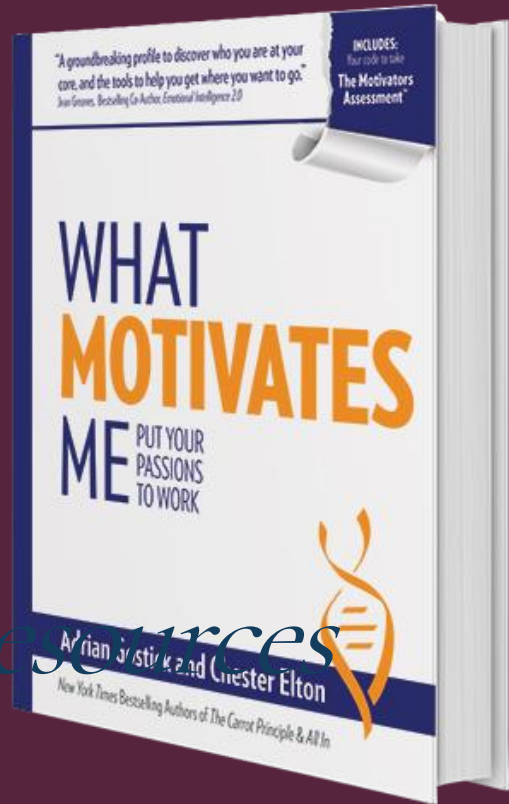
We've had a business relationship to The Culture Works for years now and have made arrangements to provide all of our Sirsi family the popular Motivators Assessment for free (normally $40/per person). Anyone. You. Your whole team. Free.

Use this tool to help your people:
    -Enjoy the work they do
    -Understand each other better
    -Feel connected to the rest of the team
    -Stay engaged and motivated

Thank you!