

Leading with Gratitude

Eric Keith | Chief Marketing Officer





SIRSIDYNIX
Connections
SUMMIT

Connections Summit—is a free, online conference for all librarians, worldwide—even those who are not customers of SirsiDynix.

OCTOBER

27

OCTOBER

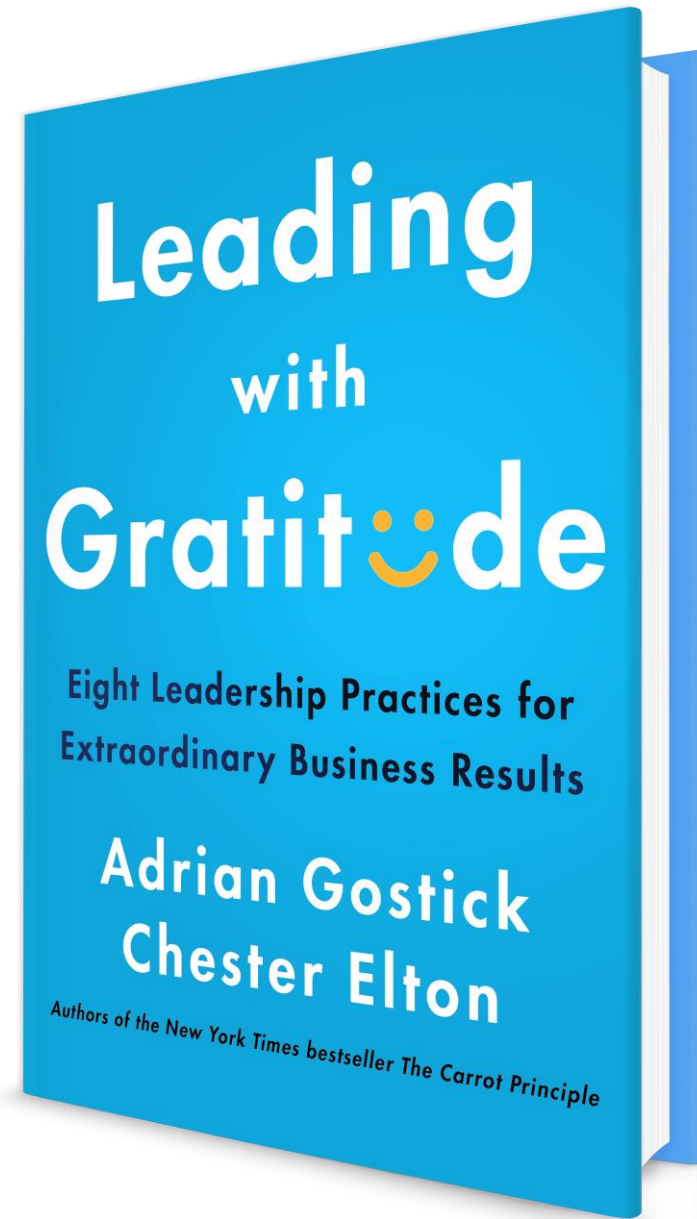
28

OCTOBER

29

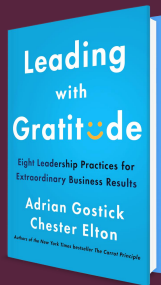
I HAVE BOOKS!

I've got a few copies of this excellent book to give away today. I will be grateful for your participation & feedback!



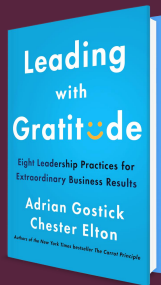
Our Agenda for Today and Next Week

- *Today's webinar (Sep 16th) will be some review from my presentation at the Director's Day Connections Summit in May, with some expanded content.*
- *Next week's webinar (Sep 23rd) will be all-new content about applying these principles, as well as some resources for those who want more!*



Our Agenda for Today and Next Week

- *Today:*
 - *The survey & a definition of “Culture of Gratitude”*
 - *Understand the “gratitude gap”*
 - *Debunk gratitude myths*
- *Next Week*
 - *Review eight leadership tactics to help you implement leading with gratitude*



*Survey & Culture
of Gratitude*



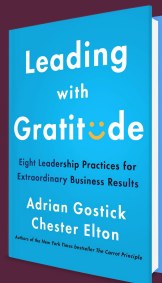


- The content generated for today's webinar comes from a survey of over a million employees in a wide range of professions found that gratitude, when done properly, is the most effective way that administrators can boost employee

- performance,
- morale and,
- engagement.

The Study

Over a million survey participants!



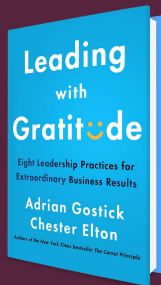
The Art of Leading with Gratitude

Today's Objective

Understand and incorporate the art of leading with gratitude in order to:

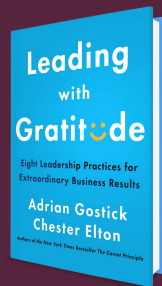
1. Engage the hearts and minds of your staff, peers & colleagues
2. Develop leadership credibility
3. Inspire excellent work

Let's start with a quick definition and a quote!



What is “A Culture of Gratitude?”

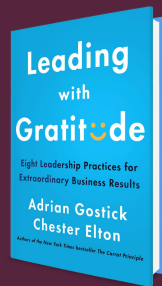
*Describes a work environment
where people feel **VALUED** and
REWARDED when they contribute to
team goals and make a
difference for the organization.*



“Leaders”
vs
“Managers”

“The main difference between leaders and managers is that *leaders have people who follow them* while *managers have people who work for them.*”

Simon Sinek



Alan Mulally



Former CEO, Ford Motor
Company

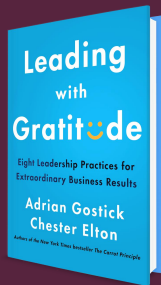


*“Leadership is about people. It’s
all about appreciating them,
loving them, and thanking them
every step of the way.”*



The Gratitude Gap

What is the Gratitude Gap?



67%

of managers
believe they are
“above average”
at appreciating
great work

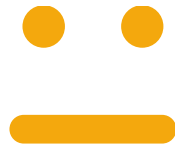
But only

23%

of
employees
agree

Manager Perceptions of Gratitude

AFRAID
(20%)



POSITIVES
(26%)



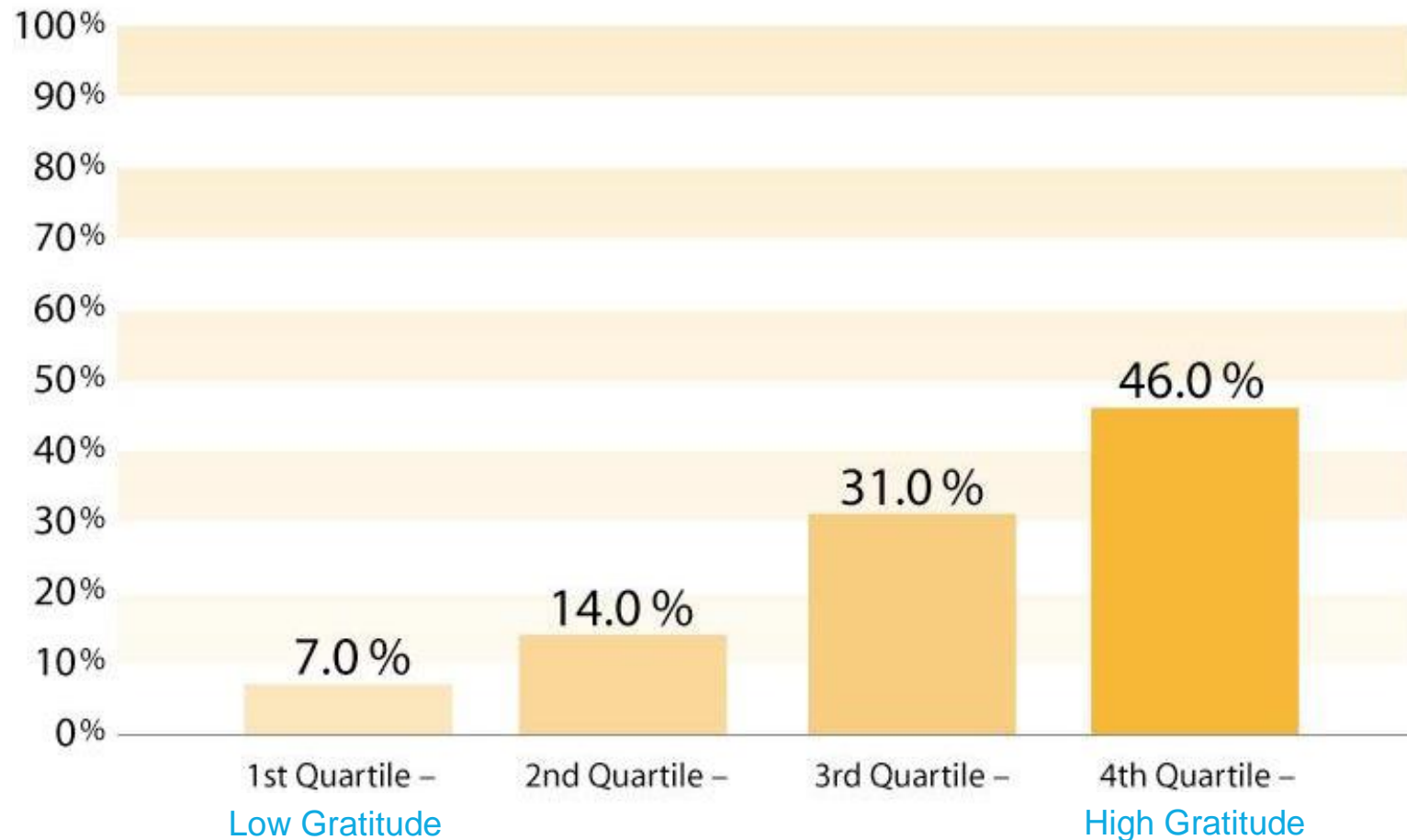
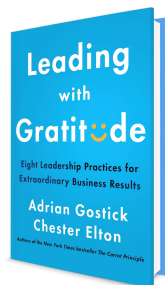
NEGATIVES
(32%)



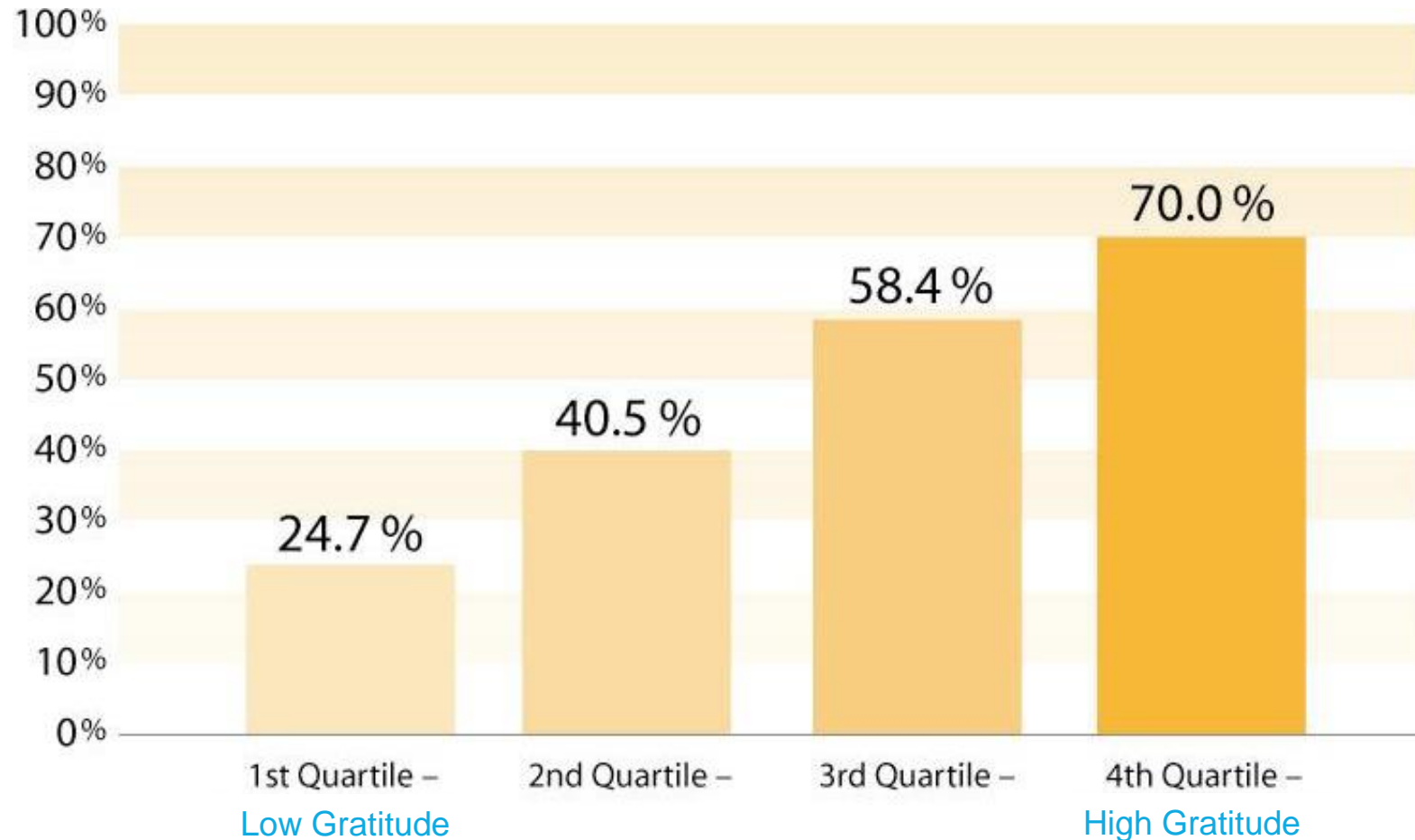
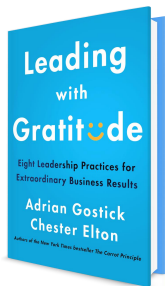
CONTROL FREAKS
(22%)



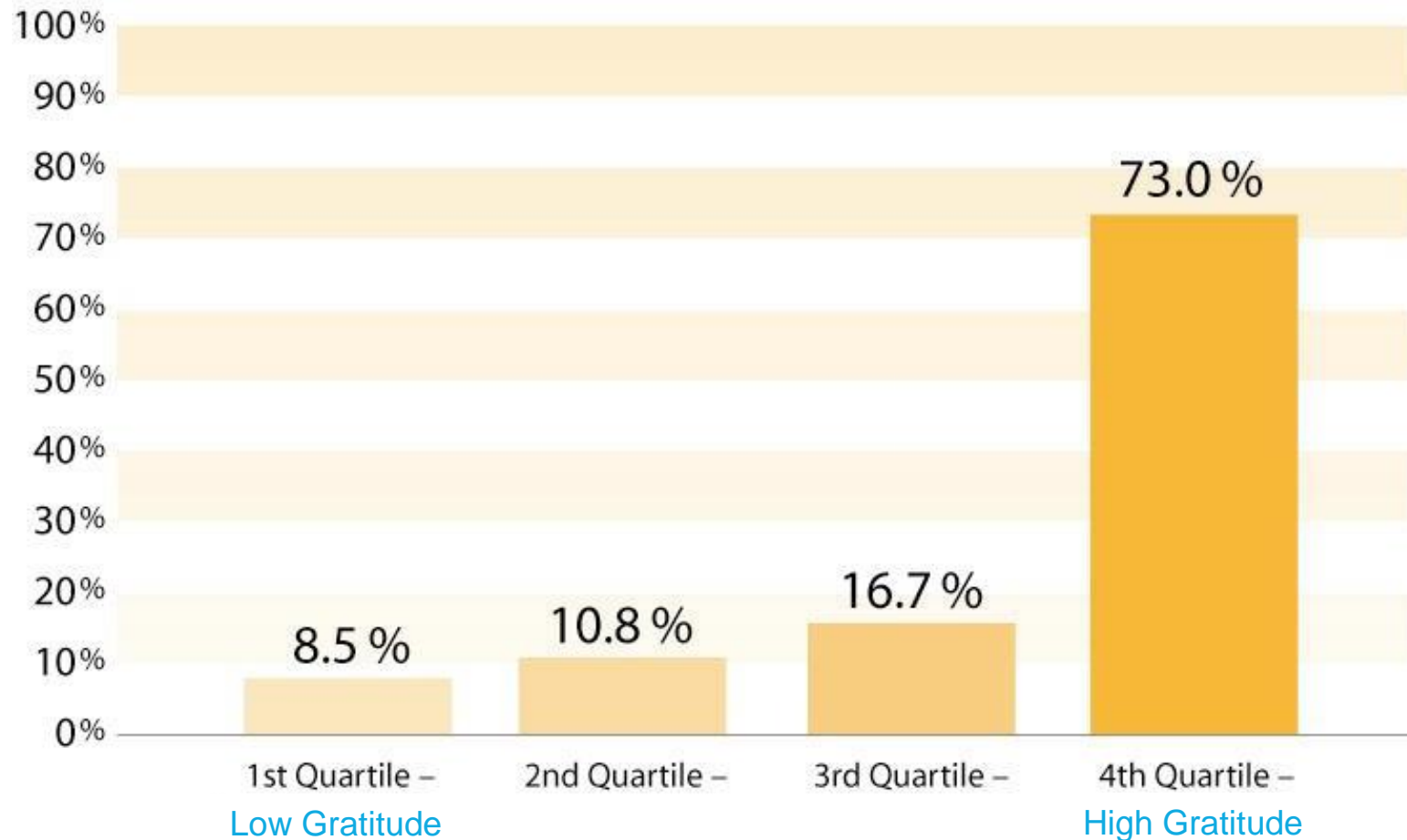
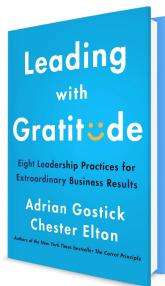
Percent of Employees “Completely Satisfied” with Their Jobs by Level of Gratitude



Percent with “Very High” Desire to Work for Their Employer “One Year” from Now by Level of Gratitude



Percent of Employees Who Are “Highly Engaged” by Level of Gratitude



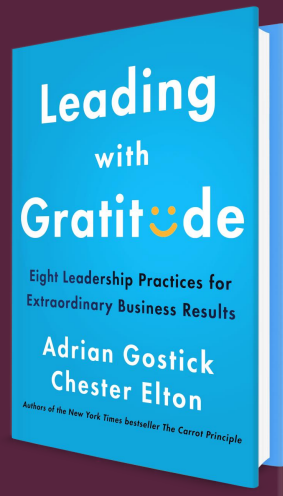
Top 10 Reasons Employees Cite for Leaving a Job:

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



Gratitude Myths





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

Gratitude Myths 1&2

Gratitude Myths

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

1. I don't want to appear to be easy to please—
i.e. not demanding enough
2. I don't want my staff to think I'm insincere

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.”

Gratitude Myth #3

Gratitude Myths

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

1. I don't want to appear to be easy to please—
i.e. not demanding enough
2. I don't want my staff to think I'm insincere
3. Fear or criticism are the best motivators

Gratitude Myth #3



"THE NEW BOSS MIGHT SEEM SEVERE,
BUT HE WON'T BITE YOUR HEAD OFF!"

Myth Defined: The Fear Factor

No one thinks they manage by fear, but some managers...

- Lack confidence and/or are intimidated by employees' successes
- Increase pressure believing it will enhance performance
- Focus more on criticisms or fault-finding than on praising success

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

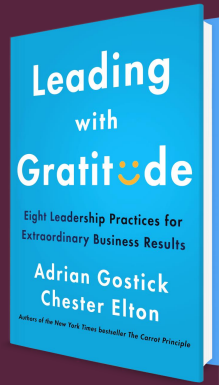
"I have yet to find the [person], however great or exalted their station, who did not do better work, and put forth greater effort under a spirit of approval than under a spirit of criticism."

The Top 40 Employee Compliments

If you want some great ideas on how to start, check out www.progressivewomensleadership.com/it-pays-to-praise



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."



Gratitude Myth #4

Gratitude Myths

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

1. I don't want to appear to be 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

Gratitude Myth #4



Myth Defined: Too Much Praise

Some managers believe employees are too hungry for praise these days—especially Millennials or Gen Z's

- They'll get big heads
- They'll slack off
- They'll want more money
- Needing praise is a sign of insecurity
- Praise fuels narcissism

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!



Gratitude Myth #5



Gratitude Myths

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

1. I don't want to appear to be 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

Gratitude Myth #5



Myth Defined: Not Enough Time

Some managers believe effectiveness is about the hard stuff, not the easy (fluffy) stuff.

- Gratitude is nice but not essential
- My people need to focus on their duties
- Management is about fixing, not thanking
- I'd like to, but there's only so much time in a day.

Gratitude Myth #5



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!

Jessica Broussard



Director, Inpatient Services,
Presbyterian Hospital-Dallas

“As administrators, we’re not supposed to be constantly on email or our phone. We should use the time to ask our staff, “How’s everything going? Is there something I can do for you? Are there any barriers making your job harder?””

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

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.”

Leading with Gratitude

The principles of Leading with Gratitude are not just reserved for your work colleagues.

Incorporating gratitude to library end users is important as well, and it might look something like this—an actual email I received from Citibank.



Our heartfelt thanks

In the past few months, we've all had to navigate unprecedented challenges that we never imagined we'd be facing. Your understanding, flexibility and loyalty have filled us with immense gratitude.

Gratitude for your understanding as we asked you to adapt to changes we made to keep you, our employees and our community safe.

Gratitude for your flexibility in embracing virtual channels to interact with us when you couldn't visit one of our branches.

Gratitude for your loyalty in working together—then, now and in the future—to help us meet your needs.

Most of all, we're **grateful** for the opportunity to continue serving and assisting you during this extraordinary time.

And remember, we're in this together.

With much gratitude,



Brene Brown



Professor
Univ. of Houston



The Promise of Gratitude

“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.”

Gratitude Journal
♡

Those who keep gratitude journals—

25% are happier

20% are less resentful and envious

10% sleep longer

15% wake up more refreshed

33% exercise more

10% have lower blood pressure

Prof. Robert Emmons, UC Davis



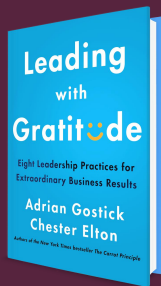
© CBS EVENING NEWS WITH JEFF GLOR



That's a Wrap on Part 1!

Next week's webinar contains all-new material including:

- Identifying your gratitude gaps*
- Eight ways to incorporate gratitude into your leadership style*
- Additional resources about this topic for you and your institution!*



Thank you!

