

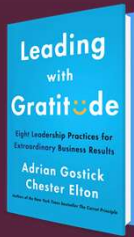
Leading with Gratitude (Part 2)

Eric Keith | Chief Marketing Officer



Our Agenda for Today:

- 1) Brief Review,*
- 2) New Stuff*



- *OnDemand*
 - *Last week's webinar is available OnDemand for those who missed it.*
 - *Quick (5 min) Review of Last Week*
 - *Survey & a definition of "Culture of Gratitude"*
 - *Understand the "gratitude gap"*
 - *Debunk gratitude myths*
 - *New Material on LWG Best Practices*



*Five-minute Review
of LWG Part 1*

The Study

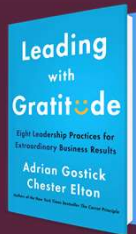




- The content generated for today's webinar comes from a survey of over a million employees in a wide range of professions found that gratitude, when done properly, is the most effective way that administrators can boost employee
 - performance,
 - morale and,
 - engagement.

The Study

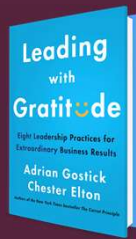
Over a million survey participants!



3 Key Benefits of Leading with Gratitude

Understanding and incorporating the skill of leading with gratitude can help you:

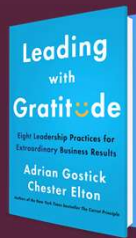
1. Engage the hearts and minds of your staff, peers & colleagues
2. Develop leadership credibility
3. Inspire excellent work





The Gratitude Gap

What is the Gratitude Gap?



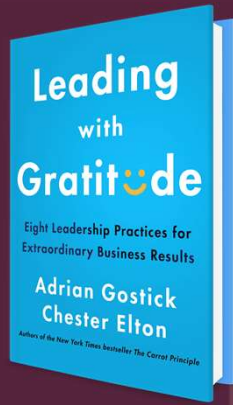
67%

of managers believe they
are **"above average"** at
appreciating great work

But only

23%

of employees
agree

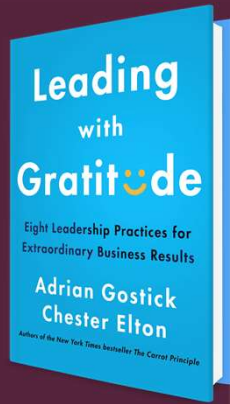


Six Gratitude Myths

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



Six Gratitude Myths

Gratitude Myths

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

1. People will work harder to live up to a compliment than to avoid criticism.
2. Sincerity is a skill that the best managers develop
3. 37% motivated by fear; 81% motivated by praise!
4. Praise increases self-esteem of both parties!
5. Meaningful, effective gratitude < 1 hr per week
6. Anyone can incorporate gratitude into leadership

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 Real, Tangible
Benefits of Gratitude*



Gratitude Journal Benefits

Note: There are literally dozens of gratitude journal apps for both iOS and Android phones!

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

Brene Brown



Professor
Univ. of Houston

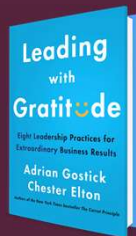


The Promise of Gratitude

“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.”

A Few Summary Thoughts From Part 1

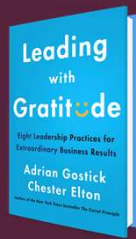


1. Employees want and need to know they are appreciated.
2. Showing gratitude is an easy, fast (and inexpensive!) way to boost performance and engagement and reduce turnover.
3. Gratitude is just as beneficial to those giving it as those who are receiving it—emotionally, physically & mentally.
4. Gratitude is one of the most powerful variables in predicting a person's overall well-being—even more so than money, health, and optimism.
5. Despite these benefits, few leaders effectively use this simple tool.
6. People are less likely to express gratitude at work than anyplace else.
7. Gratitude is a skill that separates a good leader from a great leader.

The background of the slide features a grid of diamond-shaped portraits of various individuals, including men and women of different ethnicities and ages, all smiling or looking positively. The portraits are arranged in a staggered pattern and are semi-transparent, allowing the dark purple background to show through. The overall theme is one of diversity and human connection.

*Part 2: Leading with
Gratitude*

8 Gratitude Characteristics of Successful Leaders



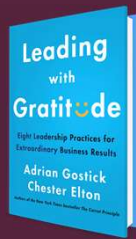
- SEEING

1. Solicit and Act on Input
2. Assume Positive Intent
3. Walk In Their Shoes
4. Look for Small Wins

- EXPRESSING

1. Give It Now, Give It Often, No Fear
2. Tailor to the Individual
3. Reinforce Core Values
4. Make It Peer-to-Peer

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Henry Thoreau



American Essayist,
Poet & Philosopher



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."*

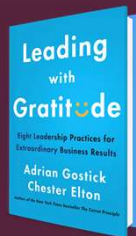
*Meet
Quint Studer*

CEO,
Baptist Hospital

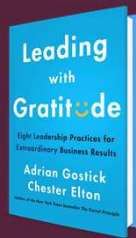


Solicit and Act on Input – Summary

- Actively soliciting input from staff is not a new concept, but few leaders do it well.
- Be prepared to discuss ideas that are not viable.
- Avoid the “over-ask,” i.e. don’t solicit ideas that are out of a person’s purview.
 - Ensure specificity fits—the right questions are asked of the right people in the right way.
- Soliciting input spawns a virtuous cycle. Research shows workers become more engaged when they see employee ideas being used, and managers tend to give their people more authority.
- Monetary-based reward plans often turn out to be counterproductive.
- Mechanism for submitting ideas should be simple with quick feedback & approval cycles!



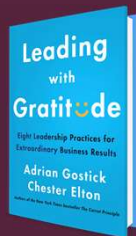
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You Must Foster a Culture of TRUST



Cultures of low trust, where managers react badly to failure, create too negative an environment for productivity and innovation to flow.

Creativity requires TRUST. Who dares to throw out a new idea in a workplace where everyone is focused on self-preservation?

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.”

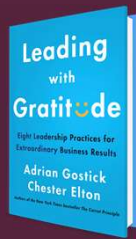
*Meet
Lynn Carnes*

Executive Coach



*"She's no
expert traveler!"*

Four Tips to Stay Composed & Assume Positive Intent



1. Rather than a rushed email, pick up the phone, initiate a video session, or go see the person (if at all possible) to understand the issue & thought process.
2. Take time to gather ALL the facts before making any decisions.
3. Take a forward-looking approach
4. Pay close attention to all communication about the issue to avoid passive-aggressive language and set a positive tone.

Hubert Joly

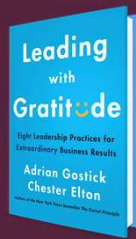


Former CEO, Best Buy

"I may be one of the most naïve people on the planet, but I've always assumed that people are trying to do their best.

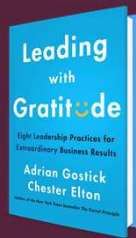
Sometimes I get disappointed, but I'm okay with that because it's so much more healthy that way than assuming the worst."

Assume Positive Intent – Summary



- Staff performance is often hampered by factors largely out of their control—tools, training, strategy, changing priorities, etc.
- Leaders who assume positive intent often uncover unexpected obstacles that would otherwise have gone unnoticed.
- Mistakes can be used as an opportunity to **teach** rather than to **punish**. If employees are afraid of punitive action, they are more likely to cover up problems that harm the institution.
- Cultures of low trust inhibit productivity and innovation.
- Remember the four steps to stay under control: 1) in person, 2) gather all facts, 3) be forward-looking, 4) avoid passive-aggressive.

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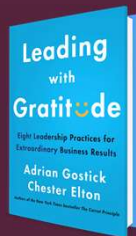
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4. Make It Peer-to-Peer



HUFF
POST
LIVE

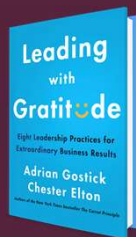
Walk a Mile in Their Shoes



- Great leadership training inevitably includes managers working side-by-side (a day or more) with their direct reports, in order to fully understand what they do and what challenges and obstacles they face.
- Although managers in this study said they felt well-informed about the work their people were doing, once they actually worked side-by-side, they were almost universally amazed at the things they discovered!
- And if you decide to try this, remember, you are **CONNECTING**, not **SPYING**!
 - Do not use this exercise as a means to create a list of things your employees can do better! This is all about developing empathy.

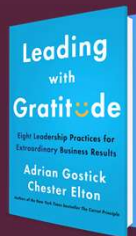
Benefits of Leaders Having Empathy

- Research found that empathy is a “critical driver of overall performance” for managers!
- It has been positively correlated with key skills including coaching, engaging, and making sound decisions.
- Yet the research found that only 40% of managers were proficient in empathy!
- Leaders who develop empathy for others *are institutional enablers of authentic gratitude.*

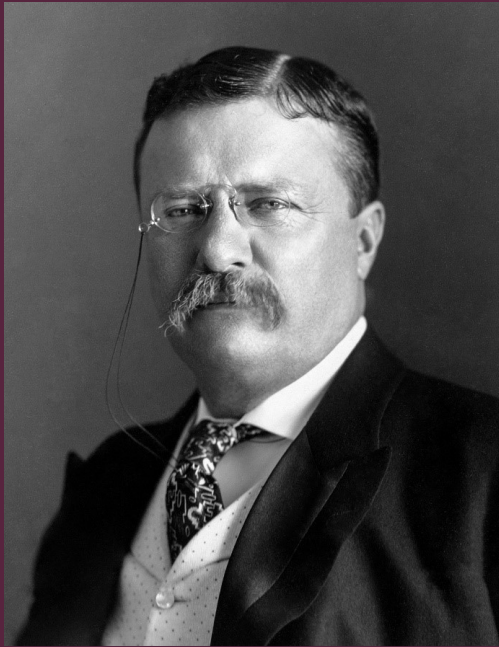


Authentic Empathy Enables Radical Candor

- “Radical Candor” – the ability to give straightforward, honest (to the point of being blunt) feedback, can ONLY COME when genuine empathy is established first.
- Nothing excuses you from being a jerk, but Radical Candor is about valuing the other person, being grateful for them, and authentically trying to help them.



Theodore Roosevelt

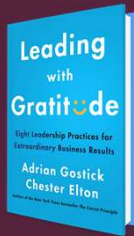


26th President of the
United States



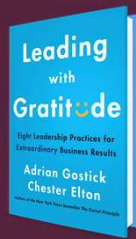
*“People don’t care
how much you know
until they know how
much you care.”*

Walk a Mile in Their Shoes - Summary



- Many leaders actually know very little about the challenges their people face in their daily work.
- One of the great enablers of authentic gratitude is developing empathy for others.
 - One way to develop empathy is to actually walk a mile in their shoes—i.e. do their job for a day or two.
- Better understanding of the work of others invariably leads to improvements in the organization and a more cohesive team.
- Radical Candor must come from genuine empathy and a desire to help.
 - Receivers of Radical Candor have to make sure they value and thank the person who is giving them feedback and know they have their best interests at heart.

8 Gratitude Characteristics of Successful Leaders



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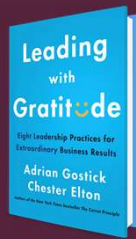
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Reward Small Wins As Well As Big Achievements



- 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)



Ken Chenault



Former CEO
American Express

"I look at little pats on the back as signposts for how you're doing. If I'm on a journey, I've got to look for signs that I'm going in the right direction. Small points of recognition are those signposts that enable me to complete the journey."

Teresa Amabile



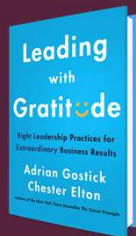
Harvard Business School
Professor



“Of all the things that can boost emotions, motivation, and perceptions during a workday, the single most important is making progress in meaningful work. And the more frequently people experience that, the more likely they are to be creatively productive in the long run.”



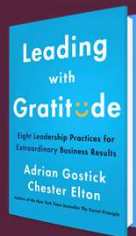
Setbacks vs. Small Wins & The Role of Gratitude



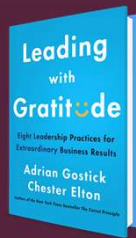
- The study by Professor Amabile found that even small setbacks can be damaging to energy and morale, and *the effects are markedly more detrimental than the upside of progress.*
 - *For most people, the threat of loss is about 5X more powerful than the prospect of gain!*
- What does that mean in relation to gratitude?
 - It means that by frequently checking in with people and helping them see their regular (daily) progress, leaders and peers can boost an individual's energy levels considerably.
 - The study found that people are inordinately hard on themselves and frequent gratitude gives team members a much needed perspective that setbacks aren't the end of the world, giving them the confidence and energy to continue the fight.

A Few Ways to Reward Small Wins

1. Ask team members to give shout-outs to each other.
2. Ask team members to toot their own horns.
3. Set and then reward daily, weekly and monthly goals.
4. Thank those who find solutions to resolve conflicts
5. Make great use of anniversaries
6. Spotlight those who speak up and offer ideas—even if the ideas are not implemented
7. Recognize those who find productivity gains.



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GRATITUDE DOESN'T KEEP



Underripe

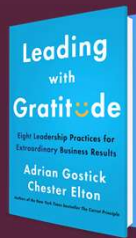
Barely ripe

Ripe

Very ripe

Overripe

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



- 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.

What did the study show was the ideal ratio of positive to critical feedback?

1 to 1

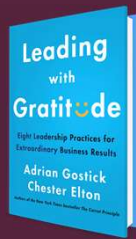
2 to 1

3 to 1

5 to 1

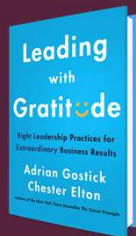
Bah! All people need
is a paycheck!

Frequency Doesn't Detract from Meaningfulness

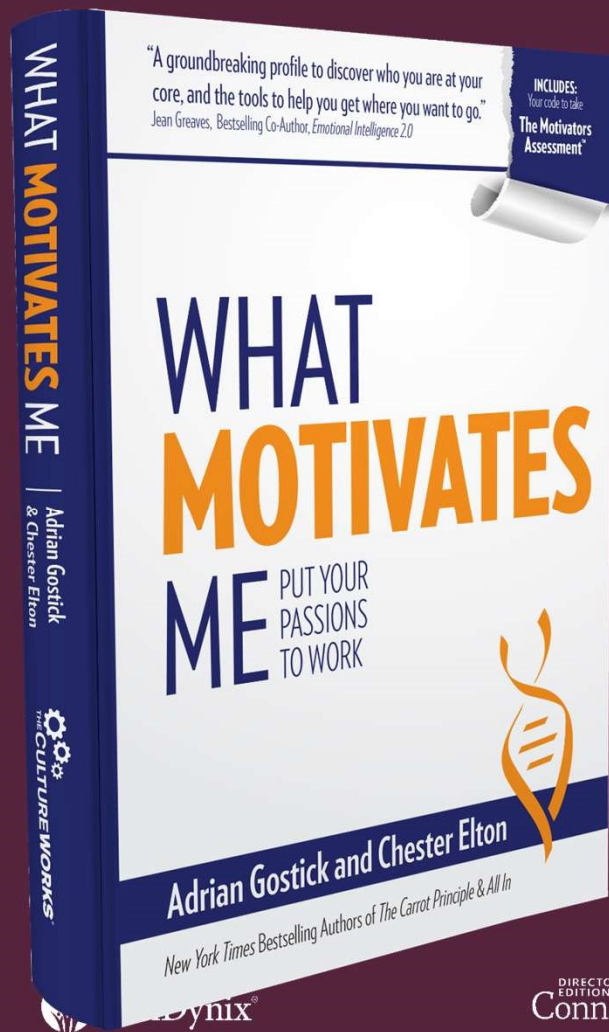


- Some feel that regular expressions of gratitude will make it seem trite.
- Imagine you go to a soccer game and decide, as parents and supporters, that all the clapping and cheering is really too much, and so you are going to hold your applause until the end of the game...if they win.
- Ridiculous, 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!

8 Gratitude Characteristics of Successful Leaders

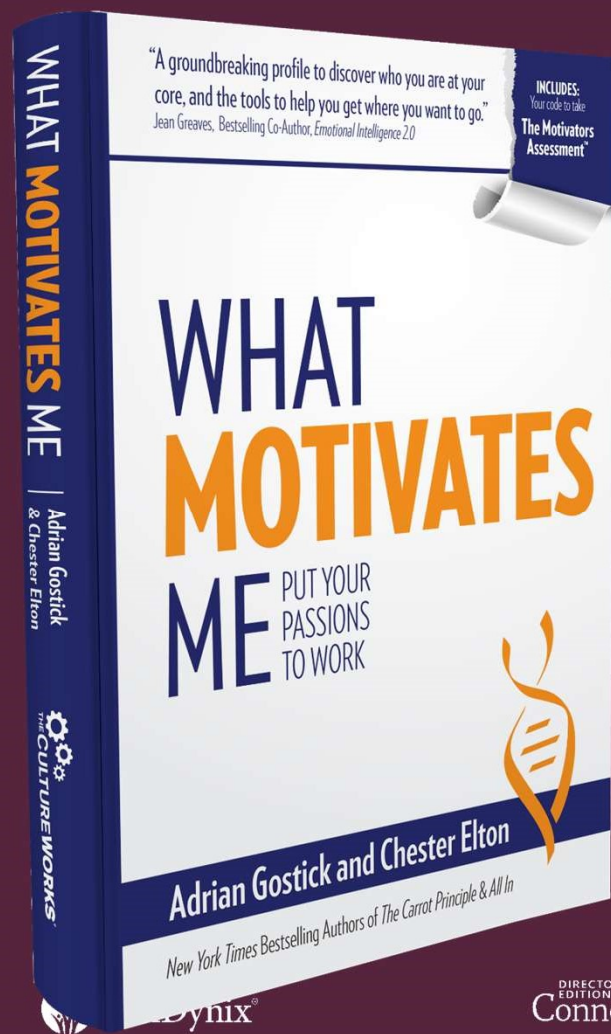


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Have Your Team Take the Motivator's Assessment

- 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 motivators' assessment 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

STRONG

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

- 8. Challenge
- 9. Creativity
- 10. Ownership
- 11. Autonomy

- 12. Pressure
- 13. Empathy
- 14. Teamwork

NEUTRAL

- 15. Excitement
- 16. Purpose
- 17. Social Responsibility
- 18. Recognition
- 19. Prestige
- 20. Friendship
- 21. Developing Others
- 22. Fun
- 23. Money



**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



Praise vs. Reward

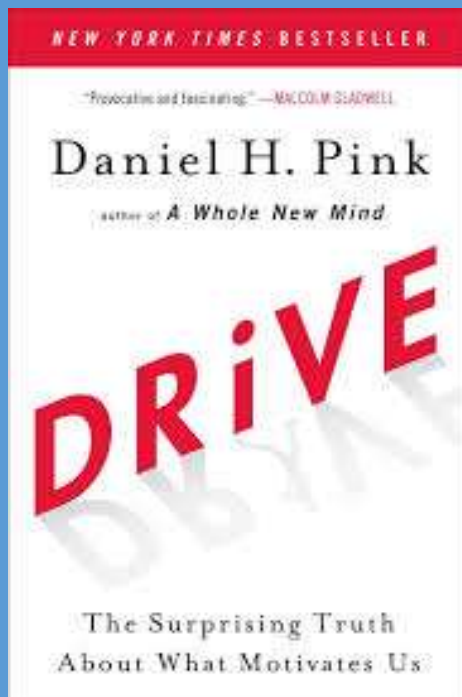
Praise Effort



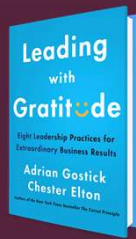
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Reward Results



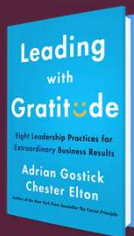
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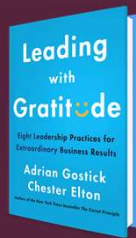


Reinforce Core Values



- Expressions of gratitude, when connected to actions that are in line with the institution's or team's core values offer powerful opportunities to communicate why these values are so vital.
- *95% of job candidates say they believe culture is more important than compensation.*
 - This is particularly true of millennials, Gen Y and Gen Z
- Employees want to know:
 - What you profess to be (your brand), and
 - If you live up to what you profess to be (your culture)
- Use rituals to provide opportunities to live the values.
- Connect values to formal celebrations & traditions.
- Help employees understand & respect values even if they don't completely agree with them.

8 Gratitude Characteristics of Successful Leaders



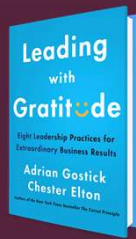
- SEEING

1. Solicit and Act on Input
2. Assume Positive Intent
3. Walk In Their Shoes
4. Look for Small Wins

- EXPRESSING

1. Give It Now, Give It Often, No Fear
2. Tailor to the Individual
3. Reinforce Core Values
4. Make It Peer-to-Peer

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.)

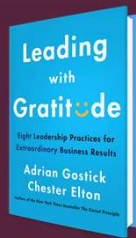
Meet Rob Siefker

—

Sr. Director of
Customer Loyalty,
Zappos



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3 THINGS FOR DINNER

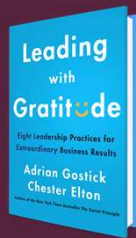


SERVE TOGETHER



TEACH KIDS TO GIVE

*Get Started
Today!
Draft a Note of
Appreciation*

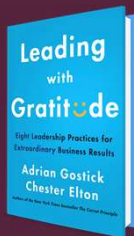


- Identify someone deserving of your praise.
- Tell them exactly what they did right.
- Tell them what value or goal they met.
- Explain how that impacted you or the team.
- Express sincere gratitude.



That's a Wrap on Part 2!

- *LWG Part 1 is available OnDemand and LWG Part 2 will be available soon!*
- *We hope you enjoyed this webinar series because we enjoyed bringing it to you!*
- *Thank you!*



Thank you!

