

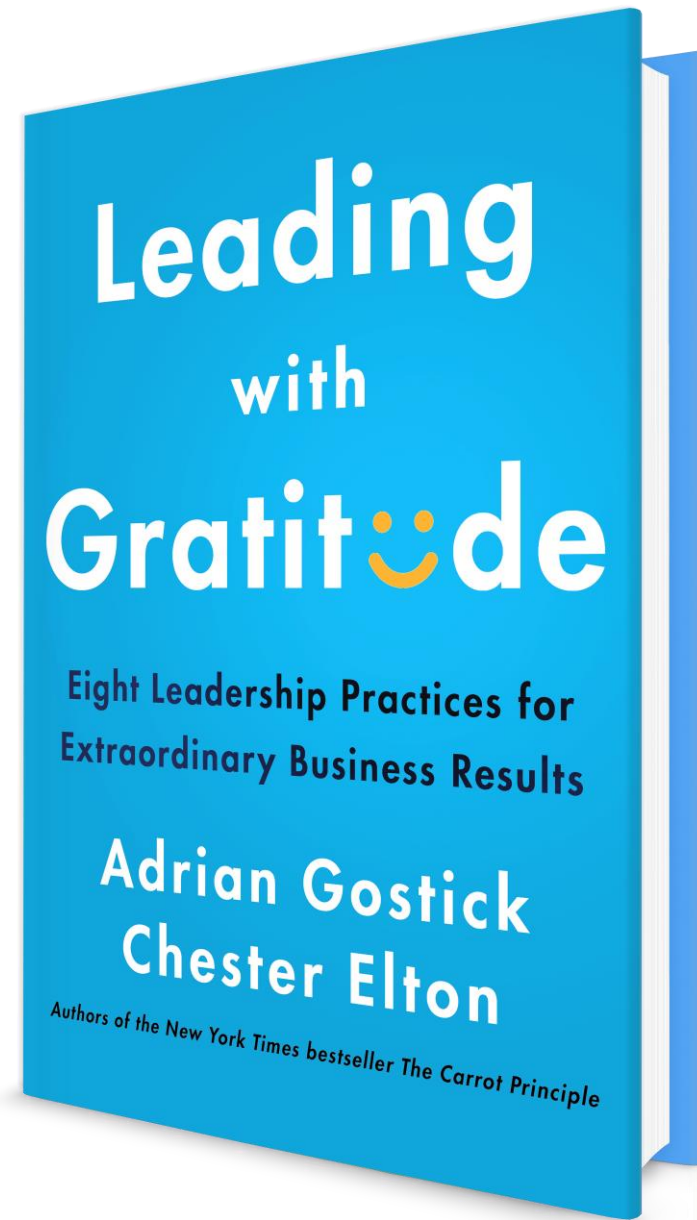
Leading with Gratitude

Eric Keith | Chief Marketing Officer



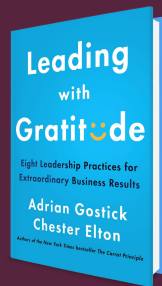
WIN BOOKS!

I've got a number of copies of this excellent book to giveaway. I will be grateful for your participation & feedback!



The Art of Leading with Gratitude

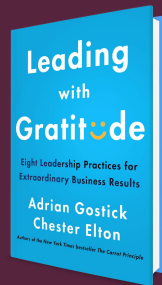
For the Next 20
Minutes We'll Discuss...



- 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.
 - Engage the hearts and minds of your staff
 - Develop leadership credibility
 - 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.*



Alan Mulally

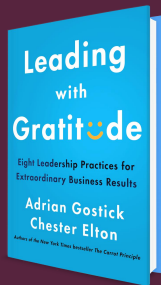


Former CEO, Ford Motor
Company



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

What is the Gratitude Gap?



67%

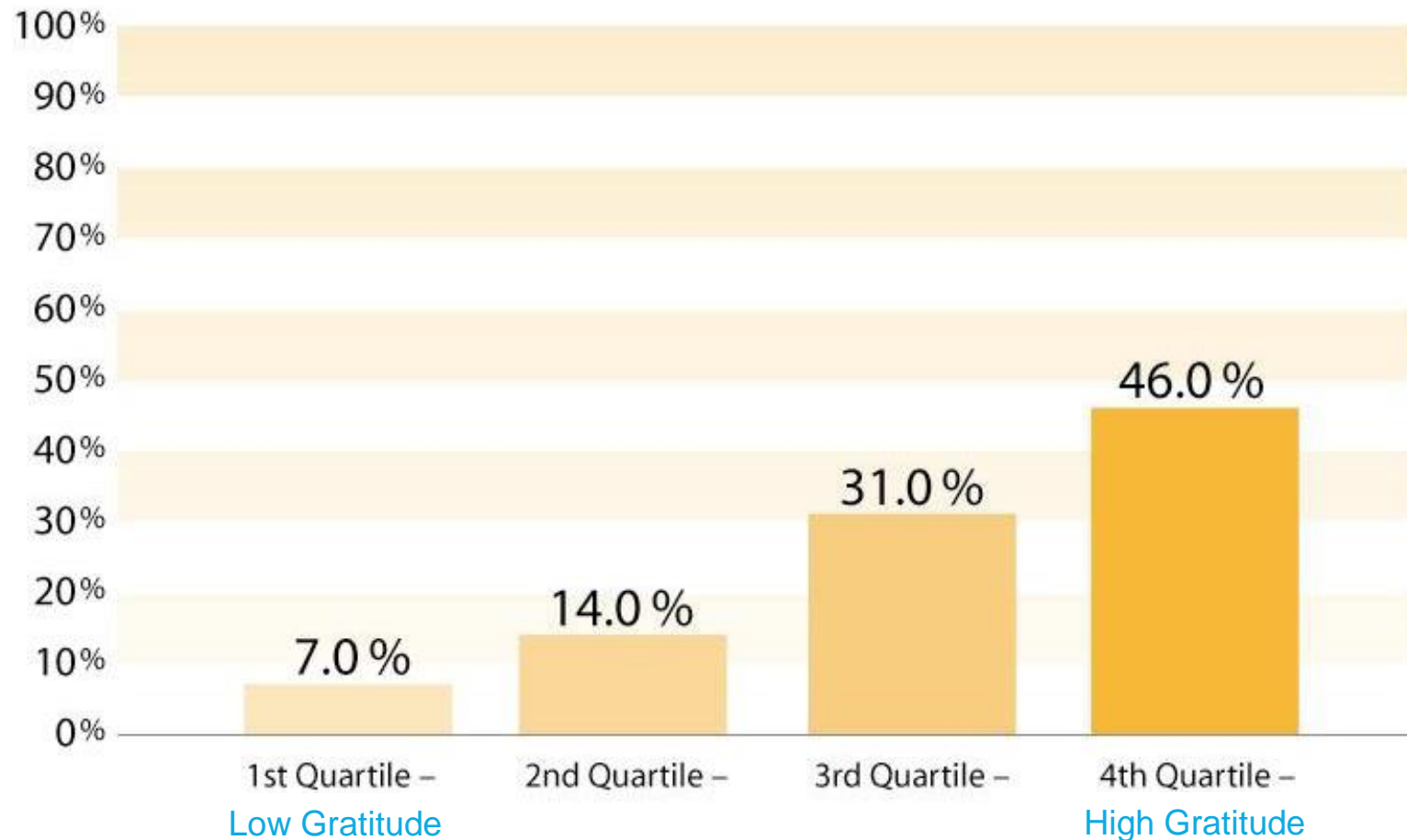
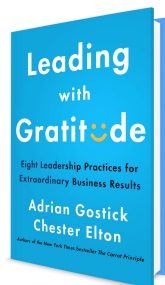
of managers
believe they are
“above average”
at appreciating
great work

But only

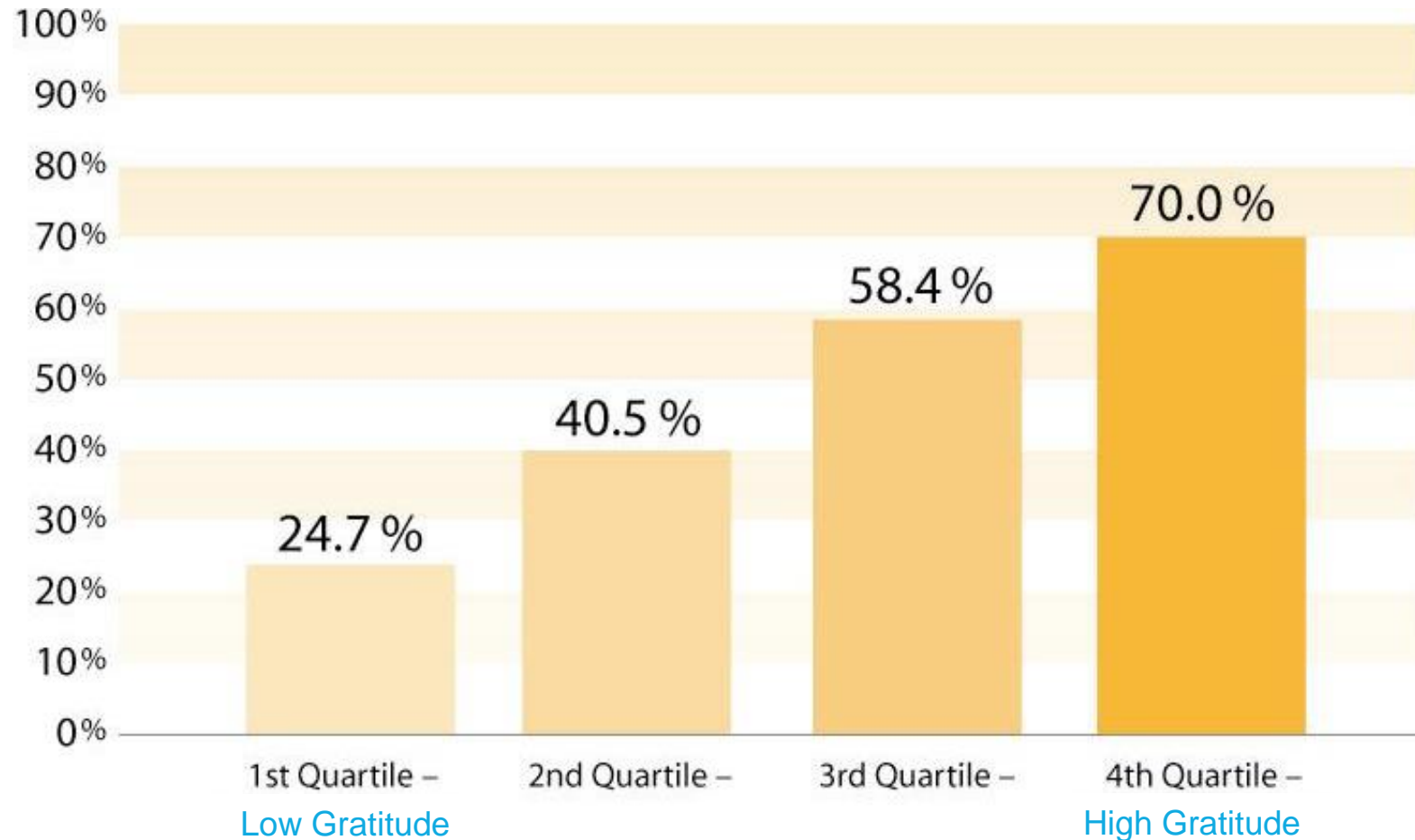
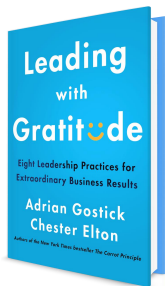
23%

of
employees
agree

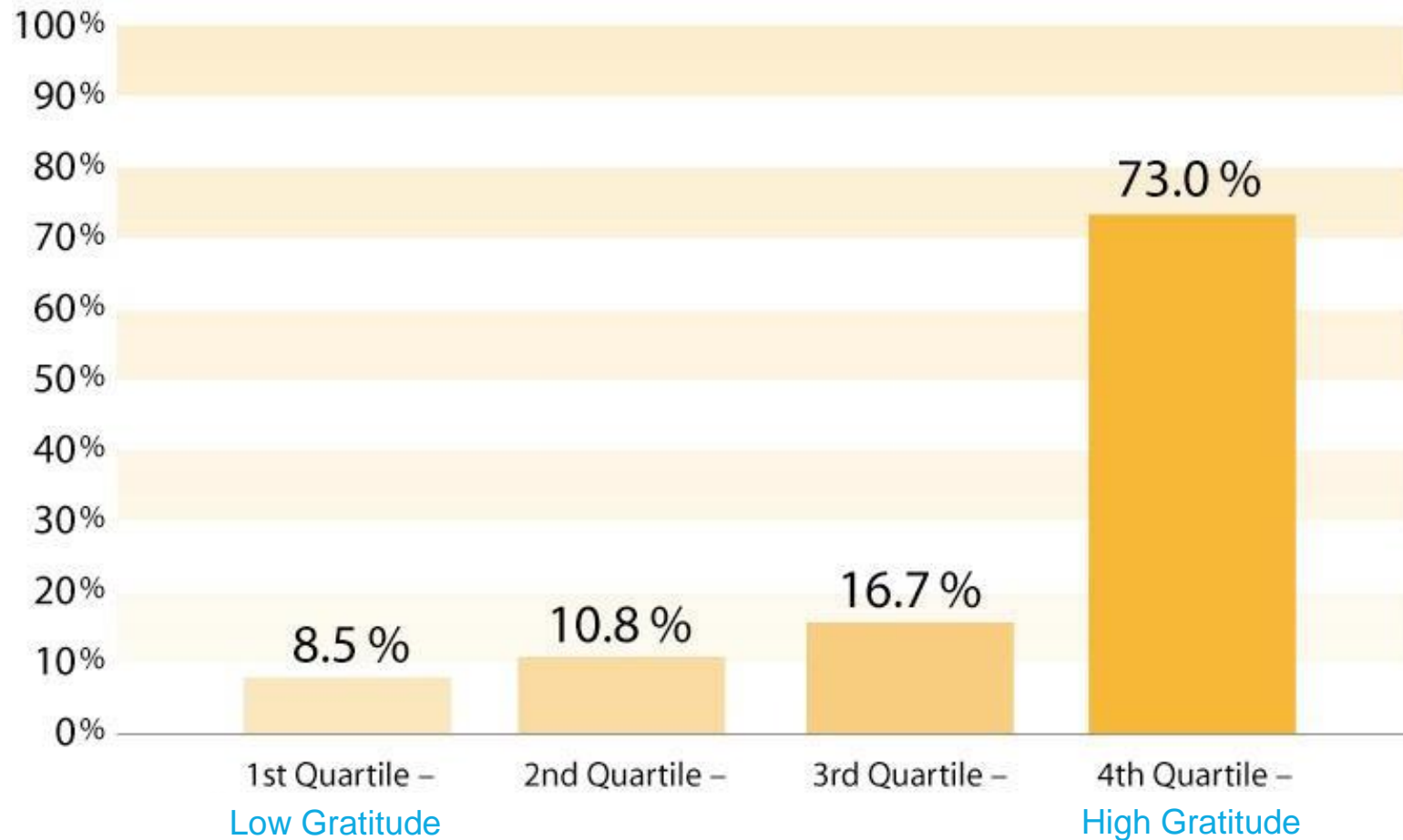
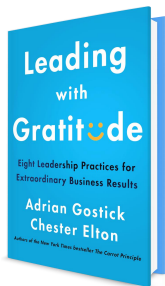
Percent of Employees “Completely Satisfied” with Their Jobs by Level of Gratitude



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



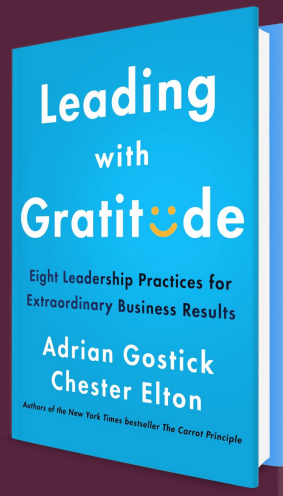
Percent of Employees Who Are “Highly Engaged” by Level of Gratitude



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

*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
6. I'm just not wired that way

Gratitude Myths 1&2

Gratitude Myths

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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
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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

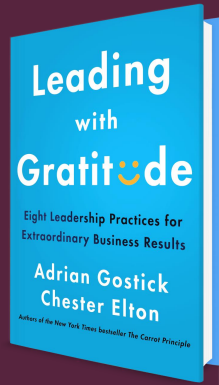
"I have yet to find the [person], however great or exalted their station, who did not do better work, and put forth greater effort under a spirit of approval than under a spirit of criticism."

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
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more gratitude*

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i.e. not demanding enough
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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
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more gratitude*

1. I don't want to appear to be easy to please—
i.e. not demanding enough
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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 on email or 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 users is important as well, and it might look something like this—an actual email I received last week 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.”



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Thank you!