

# **Manager's Toolkit**

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## 21 Top Leadership Career Derailers

*Effective leadership is not just about developing a strong set of leadership skills, it is also about self awareness and active self-management. It is about understanding one's strengths as well as blind spots and ensuring those personal characteristics remain in check.*

Based on research by Development Dimensions International (DDI), Hogan, & Center for Creative Leadership (CCL)

Characteristic	Self-Rating Scale- Circle One
Some of these may be strengths when utilized in moderation and in appropriate contexts. However, when used without self-awareness or to the extreme, they become career derailers.	5= Frequently describes me 4= Sometimes describes me 3= Occasionally describes me 2= Rarely describes me 1= Never describes me
<b>1. Approval Dependent</b> Seek and need praise or reassurance from others, particularly from people higher in the organization	1    2    3    4    5
<b>2. Argumentative</b> Skeptical, tense, perhaps paranoid or suspicious, focused on protecting their own interests, and likely to resist coaching and feedback	1    2    3    4    5
<b>3. Arrogant</b> Overly self-assured or confident, resulting in poor listening and/or dismissal of feedback from others	1    2    3    4    5
<b>4. Attention Seeking</b> Gregarious, charming, and persuasive, perhaps excessively so, which can result in becoming melodramatic and self-promoting	1    2    3    4    5
<b>5. Avoidant</b> While seemingly pleasant and cooperative, tend to be preoccupied with their own agendas, and may prefer to address issues covertly (avoiding more direct solutions), thus being perceived as procrastinators, manipulative, or stubborn	1    2    3    4    5
<b>6. Eccentric</b> Creative and, accordingly, different from others, perhaps to the point of being unorthodox or even odd	1    2    3    4    5
<b>7. Imperceptive</b> Not naturally inclined to read others' behavior, intent, and motivations	1    2    3    4    5
<b>8. Impulsive</b> Impatient, unpredictable, and inclined to act before considering the consequences of actions	1    2    3    4    5
<b>9. Perfectionistic</b> Micro-managers, controlling, and demanding of others	1    2    3    4    5
<b>10. Risk Averse</b> Indecisive, too deliberate, or reluctant to take unusual or unconventional actions due to overemphasis on the prospect of failure	1    2    3    4    5
<b>11. Volatile</b> Have difficulty controlling their emotions, and are perhaps moody and quick to erupt in anger	1    2    3    4    5

<p><b>12. Inability to Change or Adapt During a Transition</b></p> <ul style="list-style-type: none"> <li>• Failure to adapt to a new boss</li> <li>• Over-dependence on a single skill and/or failure to acquire new skills</li> <li>• Inability to adapt to the demands of a new job, a new culture, or changes in the market</li> </ul>	<p>1    2    3    4    5</p>
<p><b>13. Failure to Build and Lead a Team</b></p> <ul style="list-style-type: none"> <li>• Failing to staff effectively</li> <li>• Can't manage subordinates</li> <li>• Poor leadership skills</li> </ul>	<p>1    2    3    4    5</p>
<p><b>14. Failure to Meet Business Objectives</b></p> <ul style="list-style-type: none"> <li>• Lack of follow-through</li> <li>• Too ambitious</li> <li>• Poor performance</li> </ul>	<p>1    2    3    4    5</p>
<p><b>15. Insensitive</b> Seemingly unaware of or uninterested in the feelings of others</p>	<p>1    2    3    4    5</p>
<p><b>16. Manipulative</b> Operating with a hidden agenda; lack of transparency</p>	<p>1    2    3    4    5</p>
<p><b>17. Demanding</b> High standards and expectations that require an undue/ unrealistic amount of time and effort</p>	<p>1    2    3    4    5</p>
<p><b>18. Authoritarian (lacked a teamwork orientation)</b> Leads by command &amp; control- relies on formal authority rather than generating buy-in to influence the behavior of others</p>	<p>1    2    3    4    5</p>
<p><b>19. Self-isolating</b> Prefers to be alone instead of seeking out relationship building opportunities with others</p>	<p>1    2    3    4    5</p>
<p><b>20. Aloof</b> Unapproachable, disinterested</p>	<p>1    2    3    4    5</p>
<p><b>21. Critical</b> Overly inclined to find fault or judge harshly</p>	<p>1    2    3    4    5</p>
<p><b>Top 3-5 Areas for Development/Focus/Awareness:</b></p>	
<p> </p>	

## Team Snapshot

Employee Name	Career Goals	Key Prior Experiences/Length of Time with Company	Interests Outside of Work	What Motivates Him/Her? How He/She likes to be recognized?

### Questions to Ask Your Team Monthly (Daniel Threlfall)

1. What is your biggest accomplishment this month?
2. What's your biggest challenge right now?
3. What things should we do differently
4. What resources would be helpful to you right now?
5. Is there anything I can help you with?

## A 1:1 Conversation about Engagement

### Note to Manager:

This is meant to be a casual conversation... a dialogue... a chance for a pulse check and getting some feedback from your team members. It is also a chance to answer questions and clarify expectations, if needed. However, it is not your job to defend current practices or to solve problems in this conversation. It is most importantly about listening, actively, and making sure you know where your people are coming from... If they have concerns, then listen. Hear them out. Ask clarifying questions. Let them know you want to really understand them. And, don't fall into the trap of trying to fix everything. You can let them know, if relevant, that today is just about learning what is on their mind.

*These questions are not meant to be a script. Feel free to ask your own questions and structure the conversation in whatever way feels natural to you. This is just an example of what a conversation might look like.*

- € So, how are things going?
  
- € What engages you most about your job?
  
- € What concerns do you have?
  
- € As your manager, what am I doing that you would like me to continue doing?
  
- € What would you like me to do more of? Less of?
  
- € Employee Engagement is something that is important to our company. We know that if employees are engaged in the workplace, they are not just more likely to stay, but they are more likely to achieve their highest potential in terms of performance. It is a win-win. Let's take a look at 12 indicators of engagement. I'd like to get a sense of how you are feeling about each of these. On a scale of 1-5, how would you currently rate each of these? Talk to me about how you came up with that number. (What can we do to improve it?)
  - Review Q 12 Items
  
- € Is there anything else on your mind?

### **The Q 12- Indicators of Engagement (Gallup)**

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

## Getting Practical with Employee Engagement

Engagement Indicator (Gallup Q12)		Best Practices to Implement
1	I know what is expected of me at work	<ul style="list-style-type: none"> <li>● Clear job profile/description</li> <li>● Comprehensive New Hire Orientation Plan</li> <li>● Performance Review Metrics/Accountabilities shared in Advance</li> <li>● Regular 1:1s</li> <li>● Effective Delegation</li> </ul>
2	I have the materials and equipment I need to do my work right	<ul style="list-style-type: none"> <li>● Strong, open communication between supervisor and employee</li> <li>● Effective Delegation</li> <li>● Supervisor is clear what employees need to do their jobs effectively and advocates on behalf of employees</li> </ul>
3	At work, I have the opportunity to do what I do best every day	<ul style="list-style-type: none"> <li>● Targeted, Strength-Based Selection- Right People, Right Roles</li> </ul>
4	In the last seven days, I have received recognition or praise for doing good work	<ul style="list-style-type: none"> <li>● Frequently, timely, positive feedback from supervisors</li> <li>● Peer to peer feedback and recognition is encouraged</li> </ul>
5	My supervisor, or someone at work, seems to care about me as a person	<ul style="list-style-type: none"> <li>● Supervisors value employees as people and take time to get to know them</li> <li>● Peer relationships and cross-functional relationships and mentoring are encouraged and supported</li> </ul>
6	There is someone at work who encourages my development	<ul style="list-style-type: none"> <li>● Development Plans for Employees</li> <li>● Supervisors and management team provide coaching and mentoring</li> </ul>
7	At work, my opinions seem to count	<ul style="list-style-type: none"> <li>● Open door policy</li> <li>● Input/ feedback invited at all levels, in all directions</li> <li>● Opportunities for input on key issues are created</li> <li>● Supervisors view employees as a great resource and wealth of knowledge</li> <li>● Opinions are heard and acknowledged even when not implemented</li> <li>● Decision-making is transparent whenever possible</li> </ul>
8	The mission/purpose of my organization makes me feel my job is important	<ul style="list-style-type: none"> <li>● Employees understand how their role connects to the overall success/mission of the organization</li> <li>● Hiring team members who have a personal passion for the mission</li> </ul>
9	My associates (fellow employees) are committed to doing quality work	<ul style="list-style-type: none"> <li>● Recruitment/selection of top talent</li> <li>● Accountability for performance</li> <li>● Opportunities to showcase the talents and contributions of all team members</li> </ul>
10	I have a best friend at work	<ul style="list-style-type: none"> <li>● Teamwork and friendships are encouraged</li> <li>● Opportunities provided for relationship-building and casual conversation amongst all employees</li> </ul>



11	In the last six months, someone at work has talked to me about my progress	<ul style="list-style-type: none"> <li>• Regular 1:1s</li> <li>• Annual Performance Reviews</li> <li>• Timely, Specific Feedback</li> </ul>
12	In the last year, I have had opportunities at work to learn and grow	<ul style="list-style-type: none"> <li>• Development Plans</li> <li>• Roles include opportunities for special projects and assignments</li> <li>• Effective Delegation</li> </ul>

### Team Behavior Expectations (Sample)

Behavior	Description & On the Job Example
<b>Timeliness &amp; Reliability</b>	Arrives on time for shift and takes lunch and breaks on time and for appropriate length of time. Attendance is consistent. If sick and not able to work, provides as much notice before shift as possible.
<b>Follow Through</b>	
<b>Professionalism</b>	
<b>Effective Communication</b>	
<b>Teamwork</b>	
<b>Initiative</b>	
<b>Open to Feedback</b>	
<b>Learns from Experience</b>	

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## Creating a Team Charter

<b>Why? Our Team's Purpose:</b>
<b>What? Our Team Goals &amp; Objectives:</b>
<b>How? Our Values:</b>
<b>How? Our Operating Guidelines:</b>



## Understanding Performance Gaps

By understanding the root cause of a performance issue, it becomes much easier to resolve it. No one wakes up in the morning and wants to go to work and do a poor job. If someone is not performing at the level you expect, there is a good reason for it. Once you figure out what that reason is, you can move forward with an appropriate action plan and hopefully turn things around relatively quickly. The longer a situation draws out, the less likely it is that you will be able to resolve it with a positive outcome.

### □ **Is the employee clear on expectations?**

Often, as supervisors we think we have made our expectations clear, but in actuality, the employee is not certain what is expected or has misinterpreted expectations. In these situations, simply clarifying expectations through verbal feedback can often easily solve the problem.

### □ **Does the employee have the necessary tools and resources to perform?**

Sometimes there is a resource or systems issue getting in the way of performance. By talking with an employee, a supervisor can often determine what roadblocks are impeding an employee's ability to perform. By removing those roadblocks or coaching the employee on how to work around the roadblocks, a supervisor can often solve the problem.

### □ **Are there systems or processes in place that undermine performance objectives?**

Sometimes compensation or reward structures, management practices, or other formal or informal feedback systems actually undermine the performance goals you have in place.

### □ **Is the employee aware of the behavior and its impact on others?**

Unfortunately, many people go their entire careers without ever being given honest performance feedback. They may have developed some bad habits, have some negative personality characteristics, or be hanging on to behaviors that served them well in one setting but no longer are appropriate or helpful. People are often unaware of these issues. By simply providing honest feedback about the behavior and its impact on others, you can give your employee a huge gift and see a huge change in their performance in return.

### □ **Does the employee have the skills/knowledge to perform at the level you expect?**

Maybe the employee is doing his or her best but simply does not have the skills or knowledge needed to complete a particular task. If this is the case, it may be a simple training issue. Or, it could be a job fit issue if the gap is too large. It is important to figure out

### □ **Is there something going on in the employee's personal life that is impacting work?**

If an employee used to perform at a high level and that has changed, chances are something is going on outside of work or inside that has impacted the employee's motivation level or ability to perform consistently. By talking with your employee, you can figure out what is going on and put a plan in place to address it. This may include giving the employee some time off to sort out their personal issues or coming to an understanding that personal issues

cannot spill over into the workplace. Whatever the issue and whatever the solution, it can often eliminate the performance issue and prevent the situation from going down a negative path toward termination.

❑ **Is the employee in the right role for his or her interests, strengths, and career goals?**

If an employee is not in the right role, chances are they are not motivated to perform at the highest level. Their engagement may be low. They may feel like a failure. In these situations, it may be possible to shift the employee into a different role or shift some job responsibilities. This may turn someone you think you need to fire into an A player... Or, if there is no appropriate fit in the organization, it may be necessary for them to move on. However, this can happen in a mutually respectful, win-win way, if it becomes clear that this is the issue.

## **Feedback 101**

### **Performance Conversations Dos and Don'ts**

- ✓ **Do** be open minded
  
- ✓ **Don't** beat around the bush
  
- ✓ **Do** be genuine and direct
  
- ✓ **Don't** suggest solutions or demand changes until you've gotten agreement and understanding that there is an issue
  
- ✓ **Do** manage the tension level
  
- ✓ **Don't** let the conversation spin off on tangents (avoid shiny objects!)
  
- ✓ **Do** manage the attention and keep focus on the real issue
  
- ✓ **Don't** try to tackle too many issues at once

- ✓ **Do** select 1-2 core, overarching issues to address and address them one at a time
- ✓ **Don't** pile
- ✓ **Do** listen...generously
- ✓ **Don't** do all the talking
- ✓ **Do** be prepared to change your mind or adjust your beliefs
- ✓ **Don't** treat assumptions as facts- always check them out
- ✓ **Do** take a break from the conversation if needed
- ✓ **Don't** be afraid to pause to collect your thoughts
- ✓ **Do** take the time to get genuine agreement, engagement, and buy in

Giving and Receiving Feedback: 8 Important Do's & Don'ts  
by [The HR Specialist](#) on May 8, 2007 12:00am  
in [Leaders & Managers, Leadership Skills, Performance Reviews](#)

#### **Tips for Giving Feedback**

1. **Don't become judgmental, and don't personalize feedback.** Focus on the *behavior* that needs to be changed.
2. **Do ensure the employee knows your intention is to be helpful.** Let the employee know that you value him or her as a member of the team and that your feedback is meant to help the person be successful.
3. **Do limit feedback to areas the employee has the ability to change.** Feedback that is irrelevant won't be accepted and may even be detrimental.

4. **Don't "over-dump" in one session.** Feedback doesn't need to be packaged up for formal meetings. Small, simple insights work better.
5. **Do use the word "I," and not "we."** Take ownership of the feedback. Say "I observed you ..."
6. **Do give the recipient a chance to respond.** Listen as openly as possible, even if all you expect to receive are rationalizations.
7. **Don't get overly defensive when receiving feedback;** keep it in perspective. "Feedback is meant as constructive information for one's improvement, not as a judgment," says ClearRock managing partner Greg Gostanian.
8. **Do provide your reaction** when given the chance to respond. Don't suffer in silence. But focus on the work-related reasoning in your comments without personalizing your reaction.

## Situation – Behavior – Impact (SBI) Feedback

Effective feedback can help the receiver understand exactly what he or she did and what impact it had on you and others. When the information is specific, yet without interpretation or evaluation, there is a better chance that the person getting the feedback will be motivated to begin, continue, or stop behaviors that affect performance.

The **Situation - Behavior - Impact** technique of giving feedback is simple and contains three elements:

SITUATION	BEHAVIOR	IMPACT
Anchors feedback in time, place, and circumstances and helps receiver remember and/or understand the context.	Observable actions that can be recorded (audio or video) and allows feedback receiver to know exactly what he or she did that had impact	Feelings and thoughts the feedback giver had, and how the feedback giver or others behaved as a result of the feedback receiver's behavior.

**Feedback Examples:** Once you gather SBI, here is how you might express it:

**Example 1**

**Situation:** “David, I noticed during this morning’s presentation that when you were sharing the specifics on the community partnership project,

**Behavior:** You looked above everyone’s head.

**Impact:** I felt uncomfortable and as if you were lecturing to us. I also noticed that others were shifting in their seats and looking away from you.”

**Example 2:**

**Behavior:** “Carmen, when you speak calmly and repeat what you understood me to have said,

**Situation:** as you did in yesterday afternoon’s project review meeting,

**Impact:** I relaxed and was able to hear your point of view. As a result we made great progress.”

**Example 3:**

“Rachel, **(Impact)** I am feeling frustrated **(Situation)** right now because **(Behavior)** you have spoken over me several times. **(Impact)** I am having trouble getting my point across and do not feel heard.”

**Situation:**

**Behavior:**

**Impact:**

### Performance/Behavior Change Coaching Preparation

What is the real issue?
Why is this issue important? <ul style="list-style-type: none"><li>• What is the benefit of addressing it? What is at stake if I don’t?</li><li>• What impact is this having on others? Short term? Long term? For the team? For the organization?</li><li>• What is the impact it is having on them? On me?</li></ul>

What do I think is at the root of the problem? What additional information do I need to know for certain?
How am I/ have I contributed to the problem? (Stories, Assumptions, Attributions? Actions?)
How do I think the other person views the situation? How would they describe it?
What is important to the other person? How will I get their attention? <ul style="list-style-type: none"> <li>● Priorities? Concerns? Accountabilities? Commitments?</li> </ul>
<b>The Conversation</b>
Conversation Objective/Goals (My desired outcomes):  My key message(s) to communicate:
How can I frame the issue to get their <b>attention</b> ? Do I need to turn up the heat/ raise the tension or turn down the heat/ lower the tension?



Conversation Opener:
My Point of View:
My Rationale:
Inquiry:
<b>OR</b>
<b>SBI: Situation/Behavior/Impact</b>
Situation (What/When):
Behavior (Observable):
Impact (On me/others/organization):

**Excerpt from 101 Incredible Coaching Questions by Julia Stewart**

1. I'm curious; may I ask you a few questions?
2. What's great about your life this week?
3. How have you grown this week?
4. What did you accomplish this week?
5. Who did you serve?
6. What did you learn?
7. Who else will benefit?
8. What are you grateful for?
9. Who's grateful for you?
10. Is this what you want to be coached on or are you just sharing?

11. What could you be happy about if you chose to be?
12. Are you using this to grow or are you beating yourself up?
13. Does this story empower you or disempower you?
14. How can you turn this around and have better results next time?
15. On a scale of 1 – 10 how honest have you been about this, with others?
16. Do you mind if I offer an observation?
17. Is this the problem or the solution?
18. How would you like it to be?
19. What's in the way?
20. What's stopping you?
21. What does this mean to you?
22. Are you focused on what's wrong or what's right?
23. Is that a story or the truth?
24. How can you find out?
25. Do you want this for its own sake or are you trying to avoid something else?
26. Is this giving you energy or draining your energy?
27. What will really make the biggest difference here?
28. Is this a limitation or is it a strength?
29. What's the benefit of this problem?
30. Who else is this hurting?
31. What does your intuition tell you about this?
32. Do you have a gut feeling about this?
33. Have you solved problems like this before?
34. What rules do you have that are getting in the way?
35. How long have you been thinking about this?
36. Have you ever experienced something like this before?
37. If you changed your belief about this, what would be possible?
38. Is this a decision or a pipe dream?
39. Which of your core values does this goal express?
40. Is this goal pulling you forward or are you struggling to reach it?
41. Will this choice move you forward or keep you stuck?
42. What's the first step you need to take to reach your goal?
43. What's the worst that can happen, and can you handle that?
44. What's the downside of your dream?
45. What's stopping you from taking action?
46. Who wouldn't like it if you succeeded?
47. What will you have to give up in order to make room for your goals?

48. How would your life be transformed if you changed this right now?
49. If you don't change this, what will it cost you in the long run?
50. What's the most resourceful choice here?
51. How can you improve this, so it adds value forever?
52. How can you solve this problem so it never comes back?
53. Are you acting on faith or fear?
54. If you weren't scared, what would you do?
55. Are you standing in your power or pleasing someone else?
56. What are you pretending not to know?
57. How could you have this conversation so it empowers everyone concerned?
58. What might make the difference that could change everything?
59. If you approached this with courage, how could your life change?
60. Are you procrastinating or is there a reason to delay?
61. What's the emotional cost vs. the financial cost?
62. Which step could you take that would make the biggest difference, right now?
63. How can you get your needs fully met?
64. If your life were exclusively oriented around your values, what would that be like?
65. How would you describe the difference between a need and a value?
66. If you achieve this goal, will it bring lasting fulfillment or temporary pleasure?
67. Have you thought about the impact you'll have by creating this?
68. How can you learn from this problem so it never happens again?
69. How can you create more value with less effort?
70. What are you willing to do to improve this situation?
71. What are you willing to stop doing to improve this situation?
72. How can you enjoy the process of solving this problem?
73. Do you mind if I ask a very personal question?
74. What are you willing to commit to here?
75. Do you need to work harder or delegate this?
76. If this weakness were also a strength, what would that be?
77. How can you use this so it becomes a benefit?
78. Have you decided to take action or are you just hoping you will?
79. Are you angry or are you hurt?
80. Who can help you with this?
81. Does your current habitat fully support who you're becoming?
82. What do you need in order to succeed here?
83. What plan do you need in order to achieve your new goals?
84. Are your personal standards high enough to reach your goals?

85. What will your impact be 100 years from now?
86. Who do you need to become in order to succeed here?
87. What are you responsible for here?
88. Instead of either/or, how could you use both?
89. Are you approaching this from your head or from your heart?
90. Is this an assumption or have you checked to be sure?
91. How can you learn what you need to know about this?
92. Is this the best outcome you can imagine or is there something greater?
93. Do you have a detailed strategy to get there?
94. How will you transform your life with this new knowledge?
95. What does this accomplishment mean to you?
96. Why does it matter?
97. Who did you have to become to achieve it?
98. What did you learn in the process?
99. Who else will benefit?

## **Development Activities for Your Team Members**

1. Presenting at staff meetings
2. Facilitation of staff meetings
3. Rotation of staff meeting facilitation
4. Presenting status of team or division metrics at organization-wide meetings
5. Presenting new programming and/or other updates at board meetings
6. Presenting topics in which they have expertise
7. Providing a short “training” to team members
8. Job rotations
9. Job shadowing
10. Mentoring others
11. Being mentored

12. Read an article
13. Research a topic online and share findings with the team
14. Read a book
15. Book club and discussions at work
16. Join a professional association
17. Participate in a professional development organization such as Toastmasters
18. Take on a stretch assignment
19. Train/onboard new hires
20. Develop a instruction manual, job aids, policy and procedure guide, or standard operating procedures
21. Create tools and templates
22. Organize team building events
23. Attend a training, class, or certification program
24. Take a professional development free webinar

### **Team Building Ideas**

1. Have ice breaker activities or open ended questions at staff meetings
2. Plan social gatherings outside of work time
3. Encourage team members to get to know one another
4. Celebrate birthdays and holidays
5. Encourage team members to take initiative to plan and organize fun activities for the team
6. Pair up team members to work on projects together
7. Organize a book club
8. Ask employees for ideas and brainstorm ways to make work fun and get to know one another
9. Delegate team building to team members if it is not something that you naturally prioritize
10. Have light hearted/fun competitions at work
11. Organize a team “volunteer” day for a local non profit
12. Provide opportunities for significant others/families to participate in events (ie picnic, bbq, etc.)
13. Invite input from employees and be open to their feedback

14. Create opportunities for employees to work together to solve problems or create new and improved ways of doing things at work
15. Secret Pals- Everyone draws a name and gives free/low cost gifts to their secret pal over the course of the week (pack of gum, encouragement note, favorite work-appropriate beverage, etc.)
16. Have team meetings in a fun location
17. Take a walk together
18. Get outdoors
19. Rotate team meeting leaders
20. Rotate employees who work together so everyone gets to know each other well
21. Create opportunities for employees on different shifts to spend time together
22. Have a quarterly team building event and assign teams of people who do not typically work together to organize each one

### **From...100 WAYS TO RECOGNIZE PEOPLE**

[http://www.hr.unt.edu/main/pdf/training/101\\_WAYS\\_TO\\_RECOGNIZE\\_PEOPLE.pdf](http://www.hr.unt.edu/main/pdf/training/101_WAYS_TO_RECOGNIZE_PEOPLE.pdf)

1. Create a Hall of Fame wall with photos of outstanding employees.
2. Give employees time off to give blood.
3. Arrange for a team to present the results of its efforts to upper management.
4. Encourage, enable and empower staff to excel.
5. Plan a surprise picnic.
6. Encourage and recognize staff who pursue continuing education.
7. Post a thank you note on an employee's workspace.
8. Wash the employee's car in the parking lot during the lunch hour.
9. Create and post an "Employee Honor Roll" in reception area.
10. Acknowledge individual achievements by using employee's name when preparing a status report
11. Make a photo collage about a successful project that shows the people that worked on it, its stage of development and its completion and presentation.
12. Bring an employee bagged lunches for a week.
13. Find out the person's hobby and buy an appropriate gift.
14. Make a thank-you card by hand.
15. Cover the person's desk with balloons.
16. Make and deliver a fruit basket.
17. Inscribe a favorite book as a gift.

18. Establish a place to display memos, posters, photos and so on, recognizing progress towards goals and thanking individual employees for their help.
19. Swap a task with an employee for a day – his/her choice.
20. Establish a “Behind the Scenes” award specifically for those whose actions are not usually in the limelight.
21. Give the person a copy of the latest best-selling management or business book or a subscription to a trade magazine.
22. Keep in mind that managers should serve as coaches to indirectly influence rather than demand desired behavior.
23. Take time to explain to new employees the norms and culture of your department.
24. Give special assignments to people who show initiative.
25. Design a “Stress Support Kit” that included aspirin, a comedy cassette, wind up toys and a stress ball – or design your own.
26. Present “State of the Department” reports periodically to your employees acknowledging the work and contributions of individuals and teams.
27. At a monthly staff meeting, award an Employee of the Month and have everyone at the meeting stand up and say why that person is deserving of the award.
28. Set up a miniature golf course in your office, using whatever materials you have on hand. Set aside an afternoon or evening to hold a mini golf tournament. Have each area design their own “hole” and give a prize.
29. If your team is under pressure, bring a bag of marbles to work and take a break to have a contest – a sure stress reliever.
30. Serve ice cream sundaes to all of your employees at the end of a project.
31. Once a year, have a “Staff Appreciation Day” where the managers supply, cook and serve food.
32. Recognize employees who actively serve the community.
33. Serve a team a hero party sandwich at the end of an assignment, for a job well done.
34. Give employees an extra long lunch break.
35. Include an employee in a “special” meeting.
36. Give a shiny new penny for a thought that has been shared.
37. Send flowers to an employee’s home as a thank you.
38. Allow employees to attend meetings in your place when you are not available.
39. Purchase a unique pin to serve as a memento for a task well done.
40. Create an Above and Beyond the Call of Duty (ABCD) Award.
41. Hold informal retreats to foster communication and set goals.
42. Ask your boss to attend a meeting with your employees during which you thank individuals and groups for their specific contributions.
43. Pop in at the first meeting of a special project team and express your appreciation for their involvement.
44. Provide a lunch for project teams once they have made interim findings. Express your appreciation.
45. Send a letter to all team members at the conclusion of a project, thanking them for their participation.
46. Start an employee recognition program. Give points for attendance, punctuality, teamwork, etc. Provide gift certificates to employees who reach certain point goals.
47. Find ways to reward department-specific performance.
48. Give a personalized coffee cup.
49. Plan a surprise achievement celebration for an employee or group of employees.
50. Start a suggestion program.
51. Give Mr. Goodbar (candy bar) Awards

52. Recognize employee's personal needs and challenges.
53. Give an employee a blue ribbon for achievement.
54. Write a letter of praise recognizing specific contributions and accomplishments. Send a copy to senior management and the employee's personnel file.
55. When you hear a positive remark about someone, repeat it to that person as soon as possible (Face-to-face is best, e-mail or voice mail are good in an pinch).
56. Call an employee to your office to thank them (don't discuss any other issue).
57. If you have a department newsletter, publish a "kudos" column and ask for nominations throughout the department.
58. Publicly recognize the positive impact on operations of the solutions employees devise for problems.
59. Acknowledge individual achievements by using employee names in status reports.
60. Video tape a special event and share copies with participants.
61. Express an interest in employee's career development goals.
62. Post a large "celebration calendar" in your work area. Tack on notes of recognition to specific dates.
63. Design and give magnets with appropriate messages.
64. Create and string a banner across the work area.
65. Give a deserving employee a mug filled with treats.
66. Give a framed poem (poster or card) as a thank you.
67. Greet employees by name.
68. Practice positive nonverbal behaviors that demonstrate appreciation.
69. Support "flex-friendly" schedules.
70. Encourage employees to identify specific areas of interest in job-related skills. Then arrange for them to spend a day with an in-house "expert" to learn more about the topic.
71. Encourage employees to participate in community volunteer efforts.
72. Share verbal accolades – forward positive voice mail messages.
73. Actively listen to co-workers, especially when discussing their accomplishments and contributions.
74. Use 3x5 cards to write "You're special because..." statements. People can collect the cards and refer to them when things aren't going perfectly.
75. Have a recognition event created by a peer group that decides what they will give and why they will give it.
76. Keep a supply of appropriately funny notes that can be given as immediate rewards. Keep the supply visible – in a basket or box in your office.
77. Widely publicize suggestions used and their positive impact on your department.
78. When someone has spent long hours at work, send a letter of thanks to his/her home.
79. Throw a pizza lunch party for your unit.
80. Acknowledge and celebrate birthdays.
81. Give a note reading, "Thank you. You are a \_\_\_\_\_!" Attach a roll of Lifesavers.
82. Make a necklace of lifesavers and give it to someone "For being the "lifesaver of \_\_\_\_\_."
83. Serve popcorn and lemonade on Friday (especially after a particularly hard week).
84. Allow an employee to choose his/her next assignment.
85. At an employee meeting, randomly tape gift certificates to the bottom of chairs (for the first time, choose chairs only in the front row).
86. Recognize a team accomplishment by designating that team as consultants to other teams.
87. Give a puzzle as an award to a problem solver.
88. Recognize those committed to personal health and wellness.
89. Have weekly breakfasts with groups of employees.
90. Treat an employee to lunch.
91. Give out gold coins for a job well done.



92. Bake a gift (cookies, bread, etc.) for an outstanding employee or team.
93. Send birthday cards to employees' homes, signed by dean or director.
94. Have an outstanding employee spend a day with a dean or director.
95. Smile. It's contagious.