

Managing-Leading **ENGAGEMENT** AND RECOGNITION

Dr. Stephen Hobbs



**Inspire everyone involved to celebrate the
organization of great work**

WELLthMovement.com

9+1
series

Managing-Leading Engagement and Recognition

Inspire Everyone Involved to Celebrate the Organization of Great Work

By Dr. Stephen Hobbs, EdD

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Table of Contents

[Introduction](#)

[Managing-Leading the Well-Living Workplace](#)

[Start with 9+1 Characteristics of the Well-Living Workplace](#)

[9+1 Key Characteristics of the Well-Living Workplace](#)

[As you Manage-Lead in the Workplace](#)

[Meaning of 9+1](#)

[Moving into this E-book with Awareness about Engagement and Recognition](#)

[Engagement and Recognition in the Workplace](#)

[Moving Forward with 9+1 Insights about Managing-Leading Engagement and Recognition](#)

[9+1 Insights about Managing-Leading Engagement and Recognition](#)

[Three Activities to Strengthen Managing-Leading Engagement and Recognition Using the 9+1 List](#)

[Have you Found this E-book Useful?](#)

Introduction

This e-book is about YOU, for YOU and eventually realized by YOU. The word 'YOU' is an awesome word in the English language! It refers to you as a singular person and you as a group of people.

Therefore...in reading this e-book:

1. You are a person implementing your LEARN | DECIDE | ACT requirements.
2. You are a manager-leader involved with the group of people.
3. You are a group of people who are learning together.

Always and in all ways—YOU are involved!

It's YOU who decides to:

Oppose Bystand Follow Move

Kantor (2012): Reading the Room

Before moving on...whatever actions you take after reading this book indicate those ideas you determine are most important to you. Therefore, choose your thoughts wisely, act in service to others, critically reflect in and on your actions, document your learning, and celebrate.

Enjoy the read!

~*~

Books in the Series

1. Managing-Leading the Well-Living Workplace
2. Managing-Leading Mentoring in the Workplace
3. Managing-Leading Groups, Teams and More
4. Managing-Leading Organizational Culture
5. Managing-Leading Engagement and Recognition (you are reading) smiles

All books are available via stephen@wellthmovement.com and 1-403-875-0449 (CANADA)

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Managing-Leading the Well-Living Workplace™

The well-living workplace is a place of work where people work well together. For people to work well together, everyone has to be mindful of how and why managing-leading is important. For some, they must be overtly practical and disciplined in how and why they manage-lead.

In support of managing-leading the well-living workplace, I've written a series of e-books to breathe life into the concept and its practices based on truth, trust, and transparency.

These e-books serve as guides to establish and sustain the concepts and methods for individual well-being, and when combined improve the well-living of all staff, no matter their level and the clients they serve.

~

Start with 9+1 Characteristics of the Well-Living Workplace

Whenever people gather to organize work, it's important to do so through well-living workplace concepts and practices.

The 9+1 characteristics of the well-living workplace found below were framed during my two years of work in Eastern Africa in the late 80s. They were shared throughout the 90s while working on wellness in the workplace programs for businesses, government departments, and non-profit organizations. In 2004, they were further refined and included in the book, *Creating the Well-Living Workplace*.

They still apply today!

Possibly, they are more relevant today—and for the next ten or twenty plus years!

The characteristics that follow were modified from the 2010 version of the book. Instead of focusing on the role of manager-leader, the 10 insights guide everyone's actions in the workplace.

Whatever the position, there is a measure of managing-leading involved, the degree of which is described and explained in a job profile. For example, the front receptionist leads people to the

workplace by giving directions. The CEO manages the use of the phone system to respond to queries.

~*~

9+1 Key Characteristics of the Well-Living Workplace

The well-living workplace involves the creation of a workplace community where everyone practices the following 9+1 key characteristics:

1. **Lead from the vision:** With an expressed and inspiring vision, people guide others along the path as everyone works from the vision.
2. **Listening-based leadership:** People inspire and motivate others in their work; they are listening to how best to advance and sustain engagement.
3. **Network-based management:** When all people know they manage-lead at one time or another, they will realize they work in a network that has no center.
4. **People bring their uniqueness to their jobs:** As people bring who they are to work, there is a shared agreement to create safe and original interactions.
5. **Balance among people, producing and profit:** People are the mainstay of the workplace; through their performance, they collectively produce the required outcome.
6. **Ethical and supportive behavior:** As people go about doing their great work, they do so through practiced workplace values and to support each other.
7. **Movement of lifelong learning:** This is where formal, informal and incidental lifelong learning is encouraged to the benefit of each person personally and collectively.
8. **Contribution to society:** As the workplace draws its resources from the wider community, the workplace gives back in some form.
9. **Balance among risk, fun, and creativity:** People work through freedom and flexibility to find the best path to complete their tasks and assignments.
- +1. **People work in service to others:** In fulfilling one's work, consideration gives to how one serves others, both internally and externally, in the workplace.

If you were to add characteristics, what would they be?

I suggest you pause here and reread the characteristics; be sure they have a meaning for you.

Edit the statements. By editing, you add, alter and delete the statement(s) so that the statement(s) has/have the richest and deepest meaning for you.

Paraphrasing Nelson Mandela, ex-prime minister of South Africa:

“When you use your words in conversation, you connect with the heads of others. When you use their words in conversation, you connect with the hearts of others.”

Therefore, make the words of this e-book yours in whatever way makes sense to you to encourage engagement, retention, performance improvement and personal development.

~*~

As You Manage-Lead in the Workplace

When you manage-lead, you hold the systems together and encourage the heads, hearts, and hands of those involved. Therefore, it's particularly important that you have more managing-leading tips, tools, and techniques available for the situations you will encounter.

As a jumping off point, you are encouraged to work *fromward* and *forward*. That is:

* To lead *fromward* is to lead from the imagined/ideal future, as expressed in the mission, vision, values, and result.

If your department is working on a new project with tight timelines, then the result is the project completed before the stated time and above project standards.

Fromward: Educating ‘from’ the future you've imagined about manifestation.

You are working *fromward* with an intention (working from the ideal state).

* To manage *forward* is to manage for participation among people as they interact with the workplace systems.

As the manager of a new project, you help the group get the work done according to the project standards.

Forward: Navigating systems in which people work through being their best for the workplace regarding their LEARN | DECIDE | ACT about materialization.

You are working *forward with attention* (working the current state forward).

When you take these two actions, *leading forward with intention* and *managing forward with attention*, you can create the well-living workplace. In such a workplace, people experience living their great lives while co-creating the well-living world via productive contributions.

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## Meaning of 9+1

The use of the 9+1 designation is meaningful to the e-book series, as evident in the 9+1 list mentioned above and what follows as the core subject matter in this e-book. As a result, it's important to give meaning to this designation. A brief explanation follows.

9+1 is a naming convention used to theme conceptual and practical insights drawn from years of experience in creating well-living workplaces.

Of the ten listed insights, the +1 idea suggests more noticeable impact. However, the final decision regarding your +1 idea is yours. Maybe the suggested +1 is not your idea. Maybe one of the other nine insights is your +1 idea, or you write your +1 statement.

Let's bridge the characteristics listed above about the Well-Living Workplace with the contributions you'll make in *Managing-Leading Engagement and Recognition*.

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Moving into this E-book with Awareness about Engagement and Recognition

Engagement

From the employee perspective: engagement demonstrates employee's thoughts and emotional commitments to his/her personal involvement and achievement of assigned accountabilities and responsibilities without limiting well-being.

From an employer perspective: engagement is an outcome associated with employee's ethical achievement of their commitments in light of organizational mission, vision, and values supported by recognition.

Recognition

From an employee perspective: recognition is the organization's evident acknowledgement, alignment, and encouragement of a job well done.

You recognize the person's expertise, talents and competence.

You recognize the person's work practices individually and within the group/team.

You recognize the person for his/her dedication and contribution to work.

You recognize the person for his/her fulfillment of commitments and results.

From the employer perspective: recognition involves the socio-cultural concepts and practices to appreciate employee's commitments and reinforce behaviors that match or exceed achievement of organizational values, goals, and objectives.

There are formal and informal ways to recognize employee engagement: from reward and award programs to saying *thank you*. Important to recognition is appropriate feedback and feed-forward. Such comment works best when it matches the moment, the situation, the authenticity, the amount and the recipient's perception of value.

Engagement and Recognition in the Workplace

Consider, to some degree, every person in your organization manages-leads through engagement and recognition.

The following 9+1 Insights about managing-leading engagement and recognition are worded as though you are improving, focusing and strengthening your engagement and recognition efforts and systems.

Therefore, in reading the insights:

1. As a manager-leader, determine how best to help your staff to help you establish and sustain a remarkable engagement and recognition program according to the actions suggested herein.

And yet, if you are someone who:

2. Knows and practices managing-leading with limited insight into engagement and recognition, continue to read how to help your staff according to the actions below.

3. Is managed-lead by another person and seeks to improve the engagement and recognition program, read on to learn to help your manager-leader use these actions in support of a remarkable engagement and recognition program.

Moving Forward with 9+1 Insights about Managing-Leading Engagement and Recognition

1. The 10 insights further expand on the 9+1 Characteristics of the Well-Living Workplace outlined above.
2. The 9+1 insights focus on managing-leading engagement and recognition on a day-to-day basis.
3. Each insight begins with an action verb followed by two additional action verbs.
4. The three actions highlight the movement you would take to manage-lead engagement and recognition.
5. There is a short additional summary to add more meaning to the insight.
6. In addition, there are three questions to LEARN | DECIDE | ACTION each insight.

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Here are the 10 Insights. Each insight is expanded upon for your reflection and action.

## 9+1 Insights about Managing-Leading Engagement and Recognition

1. Engage via acknowledgment, alignment, and encouragement ... acknowledge the competence (knowledge, skills, and willingness) people bring to their work ... align the fit of their competence with the work ahead ... encourage the sharing of their competence to the benefit of everyone.
2. Nurture opportunities to discuss engagement with those involved ... listen to what people are sharing about why and how to improve performance and increase productivity as ways to foster engagement ... demonstrate listening and participating in a fully engaged manner.
3. Generate new and fun ways to engage and recognize others even when financial resources are limited ... enliven work responsibilities through celebration and festivities ... demonstrate genuine happiness through sharing smiles in meetings and when walking in the halls.
4. Act with sincerity and authenticity in sharing a *thank you* when it means the most to the recipient and you ... create opportunities to share your appreciation with people in ordinary moments that derive extraordinary benefits ... consider the impact on the person when you say, show or write *thank you*.
5. Guide fulfillment of commitments ... promote the ways and means for “Know, Like and Trust” to flourish among those involved ... engagement and recognition are important to everyone, and therefore, it is vital to encourage others to engage in peer-to-peer recognition.
6. Inspire everyone involved to celebrate the organization of great work ... illustrate when people are doing great work ... find immediate moments when appreciation is the message and the medium to further workflow.
7. Maintain positive messages through reward and recognition ... ask how you might support the continuation of the effort given ... use the person’s name and words like *because* and *results* in support of your engagement-recognition efforts.
8. Eliminate guesswork about what is essential to the organization by hinting at what matters through rewards and recognition ... convey future focus to let the person know precisely what action, behavior, or result you need ... verify twice and offer praise and recognition often to highlight the results and outcomes you require.

9. Negotiate the ways each person would like to personally receive reward and recognition ... gain insight into each person's hierarchy of values to offer recognition that aligns with his or her personal values and those of the organization ... select wisely the recognition approach for each person.

10. Take time to mix up your reward and recognition approach ... use group and individual, private and public, immediate and delayed, handwritten and electronic, and notification to the executive and to the group/team ... adopt an open, rather than mechanical, approach to keep recognition interesting and fun for the person receiving the recognition and for you.

## **Insight #1: Engage via acknowledgment, alignment, and encouragement.**

... Acknowledge the competence (knowledge, skills, and willingness) people bring to their work.

... Align the fit of their competence with the work ahead.

... Encourage the sharing of their competence to the benefit of everyone.

Competence is a simple and straightforward way for you to engage your staff at levels that charge them to present their best for the world. In doing so, your team is offered clarity as to what is required of them. Such clarity acknowledges their collaboration and aligns their contribution, and encourages their co-creation of a place of work where everyone works well together (a well-living workplace).

**Action:** Having read the main statement, its two secondary statements, and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **engaging via acknowledgment, alignment, and encouragement?**

B. What do you need to continue, stop and start doing to **engage via acknowledgment, alignment, and encouragement?**

Continue

Stop

Start

C. For the statement, “Engage via acknowledgment, alignment, and encouragement,” to be true in targeting engagement and recognition, what needs to be true in your workplace today?

## **Insight #2: Nurture opportunities to discuss engagements with those involved.**

...Listen to what people are sharing about why and how to improve performance and increase productivity as ways to foster engagement.

...Demonstrate listening and participating in a fully engaged manner.

People—for the most part—are aware of what engages them at work. Tapping into this awareness while offering other alternatives is a sure way to get them to move forward with you. When someone is heard and allowed to participate in what will happen next, he or she feels more willing to engage. However, even if everyone is engaged in the process, there will still be hiccups along the way as everyone tests what does or doesn't work for them.

**Action:** Having read the main statement, its two secondary statements, and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **nurturing opportunities to discuss engagement with those involved?**

B. What do you need to continue, stop and start doing to **nurture opportunities to discuss engagement with those involved?**

Continue

Stop

Start

C. "Nurture opportunities to discuss engagement with those involved." For this statement to be true in targeting engagement and recognition, what needs to be true in your workplace today?



**Insight #3: Generate new and fun ways to engage and recognize others even when financial resources are limited.**

... Enliven work responsibilities through celebration and festivities.

... Demonstrate genuine happiness through sharing smiles in meetings and when walking in the halls.

Money is not always the answer when it comes to engagement and recognition. Some people express a desire for money as recognition, and other people who will not refuse it if offered. For many people, it is best to find other ways to recognize their engagement. Consider childlike play because learning was first linked to play. Smiles are considered warm and appealing. Simple things matter!

**Action:** Having read the main statement, its two secondary statements and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **generating new and fun ways to engage and recognize others even when financial resources are limited?**

B. What do you need to continue, stop and start doing to **generate new and fun ways to engage and recognize others even when financial resources are limited?**

Continue

Stop

Start

C. "Generate new and fun ways to engage and recognize others even when financial resources are limited." For this statement to be true in generating engagement and recognition, what needs to be true in your workplace today?

**Insight #4: Act with sincerity and authenticity in sharing a *thank you* when it means the most to the recipient and you.**

... Create opportunities to share your appreciation with people in ordinary moments that derive extraordinary benefits.

... Consider the impact on the person when you say, show or write *thank you*.

Undeniably, a *thank you* shared at the correct time correctly is among the most pleasing two words to hear. When accompanied by the person's first name, it resonates even deeper with the person. Also, the awareness of sharing a genuine *thank you* means you've reflected on the purpose of the *thank you* matched with the situation for the intended recipient—a winning combination for all. Especially for you, because it shouts *caring* for others!

**Action:** Having read the main statement, its two secondary statements and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **acting with sincerity and authenticity in sharing a *thank you* when it means the most to the recipient and you?**

B. What do you need to continue, stop and start doing to **act with sincerity and authenticity in sharing a *thank you* when it means the most to the recipient and you?**

Continue

Stop

Start

C. For this statement, "**Act with sincerity and authenticity in sharing a *thank you* when it means the most to the recipient and you,**" to be true in targeting engagement and recognition, what needs to be true in your workplace today?

## **Insight #5: Guide fulfillment of commitments.**

... Promote the ways and means for “Know, Like and Trust” to flourish among those involved.

... Further engage and recognize because they are essential to everyone, and therefore, it is vital to encourage others to engage in peer-to-peer recognition.

The more staff and clients are involved in recognition of engagement, the more such practices flourish. Following what others are doing—if it has meaning to the follower—is one of the reliable ways to create the buzz necessary to weave recognition into the everyday practices. Such buzz and the resulting recognition guide people to fulfill their commitments. Sharing well-intended praise with individuals confirms their awareness of their contributions.

**Action:** Having read the main statement, its two secondary statements and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then make it so.

A. What are YOUR immediate thoughts/feelings about **guiding fulfillment of commitments**?

B. What do you need to continue, stop and start doing to **guide fulfillment of commitments**?

Continue

Stop

Start

C. For this statement, “**Guide fulfillment of commitments,**” to be true in targeting engagement and recognition, what needs to be true in your workplace today?

## **Insight #6: Inspire everyone involved to celebrate the organization of great work.**

... Illustrate when people are doing great work.

... Find immediate moments when appreciation is the message and the medium to further workflow.

Appreciation is the growth of gratitude. Without it, people are left to wonder what happened. Instead, celebrate the organization of great work, especially with team members. Appreciation is the communication of significance to those who work together because it can be heard and felt both individually and as a team.

**Action:** Having read the main statement, its two secondary statements and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **inspiring everyone involved to celebrate the organization of great work?**

B. What do you need to continue, stop and start doing to **inspire everyone involved to celebrate the organization of great work?**

Continue

Stop

Start

C. For this statement, "**Inspire everyone involved to celebrate the organization of great work,**" to be true in targeting engagement and recognition, what needs to be true in your workplace today?

## **Insight #7: Maintain positive messages through reward and recognition.**

... Ask how you might support the continuation of the effort given.

... Use the person's name and words, like *because* and *results* in support of your engagement-recognition efforts.

Reward and recognition are indicators of what matters. Of all the work a person does, the aspects that receive reward and recognition become a non-conscious confirmation of what you (as a representative of the organization) believe is important. When coupled with your questions about additional support, a long-term view of your contributions is encouraged. If it's within the person's authority to do so, they will engage more intently, primarily when you use their name and explain what they have to achieve individually and accomplish with the team/group.

**Action:** Having read the main statement, its two secondary statements and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **maintaining positive messages through reward and recognition**?

B. What do you need to continue, stop and start doing to **maintain positive messages through reward and recognition**?

Continue

Stop

Start

C. For this statement, "**Maintain positive messages through reward and recognition,**" to be true in targeting engagement and recognition, what needs to be true in your workplace today?

**Insight #8: Eliminate guesswork about what is important to the organization by hinting at what matters through rewards and recognition.**

... Convey future focus to let the person know precisely what action, behavior, or result you require

... Verify twice and offer praise and recognition often to highlight the results and outcomes you require.

In marketing and sales, a confused mind does not buy. In the workplace, confusion begets less focused work and return to normalcy, which are bringers of *busyness* rather than business.

Reward and recognition highlight the engagement levels you seek. Dialoguing with each person regarding what he or she will do, with clarity around the actions, behavior and results you seek, is of particular importance. Within this dialogue, listen to what's possible and remember how each person asks to be rewarded and recognized. Then set about making it happen.

**Action:** Having read the main statement, its two secondary statements and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **eliminating guesswork about what is important to your organization by hinting at what matters through rewards and recognition?**

B. What do you need to continue, stop and start doing to **eliminate guesswork about what is important to the organization by hinting at what matters through rewards and recognition?**

Continue

Stop

Start

C. **"Eliminate guesswork about what is important to the organization by hinting at what matters through rewards and recognition."** For this statement to be true in targeting engagement and recognition, what needs to be true in your workplace today?

## **Insight #9: Negotiate the ways each person would like to personally receive rewards and recognition.**

... Gain insight into each person's hierarchy of values to offer recognition that aligns with his or her personal values and those of the organization

... Select recognition approach wisely for each person.

Each person has a hierarchy of values (the aspects of life which matter most to people, such as work, health, voluntarism, leisure, family, friends). Most organizations espouse a set of values as well. The recognition you offer is the connector between your awareness of each person's hierarchy of values matched with the values of your organization. Conflict arises when there is a mismatch between the value sets at work and the recognition does not honor the connection between the value sets.

**Action:** Having read the main statement, its two secondary statements and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **negotiating the way each person would like to personally receive reward and recognition?**

B. What do you need to continue, stop and start doing to **negotiate the way each person would like to personally receive reward and recognition?**

Continue

Stop

Start

C. **"Negotiate the way each person would like to personally receive reward and recognition."**  
For this statement to be true in targeting engagement and recognition, what needs to be true in your workplace today?

## **+1 Take time to mix up your reward and recognition approach.**

... Use group and individual, private and public, immediate and delayed, handwritten and electronic notification to the executive and the group/team.

... Adopt an open, rather than mechanical, approach to keep recognition interesting and fun for the person receiving the recognition and for you.

Recognizing engagement in the same way week after week becomes stale and unimaginative. Variance provides the zing necessary to keep reward and recognition fresh. Enliven reward and recognition through integrating the insights shared in this book and in a journal. Reflect on your reward and recognition methods. Learn from what engages you. Chat with your peers about their experiences. Search the Internet for ideas. Most of all, dialogue with your staff and clients! Implement their ideas within the guidelines suggested by this book and the accountabilities assigned by your organization.

**Action:** Having read the main statement, its two secondary statements, and supplementary explanation, answer the following three questions to breathe life into the main statement so that it has meaning for you. Your meaning gives rise to your immediate actions. Then, make it so.

A. What are YOUR immediate thoughts/feelings about **taking time to mix up your reward and recognition approach?**

B. What do you need to continue, stop and start doing to **take time to mix up your reward and recognition approach?**

Continue

Stop

Start

C. "Take time to mix up your reward and recognition approach." For this statement to be true in targeting engagement and recognition, what needs to be true in your workplace today?

~\*~



### **3 Activities to Strengthen Managing-Leading Engagement and Recognition Using the 9+1 List**

#### **#1: Cut and Pull**

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips and place them in a bowl.

With your eyes closed, mix the 10 strips of paper.

Pick one statement; alternatively, have a group/team member pick the statement.

Act upon it for the next meeting.

Repeat the process.

Suggestion: Instead of adding the action of the second statement to the first statement, use the second statement as leverage to get more out of the first one and vice versa.

For each subsequent statement you select, use it as a lever to multiply the effect of the others.

#### **#2: Cut and Order the Statements in a Sequence for Implementation.**

Copy the 10 statements (main statement and sub-statements.)

Cut them into strips.

Prioritize the statements within your work group or team.

Agree on Prioritization

Assign timelines for implementation.

Act on the first statement.

Repeat the process according to timelines.

Use each statement as leverage on the previous statement(s) to multiply the effect of the action(s).

### #3: Expansion on the Verbs

Each main action statement started with an action verb.

Choose another action verb to determine if it strengthens the meaning of the intended action.

Write additional action statements to expand on the intention of the statements listed above.

Then, repeat activities #1 and #2 with the complementary statements.

**Example:** Engage via acknowledgement, alignment, and encouragement.

Navigate all new task assignments via the engagement filters of acknowledgement, alignment and encouragement.

## NEXT PAGE-PRINT THIS PAGE FOR CUTTING

**1. Engage via acknowledgement, alignment and encouragement** ... acknowledge the competence (knowledge, skills, and willingness) people bring to their work ... align the fit of their competence with the work ahead ... encourage the sharing of their competence to the benefit of everyone.

**2. Nurture opportunities to discuss engagement with those involved** ... listen to what people are sharing about why and how to improve performance and increase productivity as ways to foster engagement ... demonstrate listening and participating in a fully engaged manner.

**3. Generate new and fun ways to engage and recognize others even when financial resources are limited** ... enliven work responsibilities through celebration and festivities ... demonstrate genuine happiness through sharing smiles in meetings and when walking in the halls.

**4. Act with sincerity and authenticity in sharing a *thank you* when it means the most to the recipient and you** ... create opportunities to share your appreciation with people in ordinary moments that derive extraordinary benefits ... consider the impact on the person when you say, show or write *thank you*.

**5. Guide fulfillment of commitments** ... promote the ways and means for “Know, Like and Trust” to flourish among those involved ... engagement and recognition are important to everyone, and therefore, it is vital to encourage others to engage in peer-to-peer recognition.

**6. Inspire everyone involved to celebrate the organization of great work** ... illustrate when people are doing great work ... find immediate moments when appreciation is the message and the medium to further workflow.

**7. Maintain positive messages through reward and recognition** ... ask how you might support the continuation of the effort given ... use the person’s name and words like *because* and *results* in support of your engagement-recognition efforts.

**8. Eliminate guesswork about what is important to the organization by hinting at what matters through rewards and recognition** ... convey future focus to let the person know precisely what action, behavior, or result you require ... verify twice and offer praise and recognition often to highlight the results and outcomes you require.

**9. Negotiate the ways each person would like to personally receive reward and recognition** ... gain insight into each person’s hierarchy of values to offer recognition that aligns with his or her personal values and those of the organization ... select the recognition approach wisely for each person.

**+1. Take time to mix up your reward and recognition approach** ... use group and individual, private and public, immediate and delayed, and handwritten and electronic notification to the executive and to the group/team ... adopt an open, rather than mechanical, approach to keep recognition interesting and fun for the person receiving the recognition and for you.

## Have you Found this E-book Helpful?

Suggested next actions:

1. Visit [WELLthMovement](#) to learn more about our products, services, and experiences—one of which may be useful to you now.
2. Request an EX2-Discovery Call to learn more about managing & leading and workplace culture.

Are you responsible for learning, development, and education for your group, team, department, and workplace?

WELLth Movement has an array of products, services, and experiences you will find useful for managing-leading and workplace culture.

We work with you to ensure positive reaction, practical learning, precise application, direct impact, and ROI.

To find out more, or to explore other options, contact our Experience Design Team at +1 403 875 0449 (CANADA), and by email at [stephen@wellthmovement.com](mailto:stephen@wellthmovement.com).

We appreciate you exploring this e-book and look forward to hearing about your progress.



Stephen Hobbs, EdD

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