

# All In - September 2013

## Root for Each Other - Facilitator Guide



### 1. Review of Partnering with your Talent

**Discuss:** Last month we looked at partnering with your talent. We created an action plan with 1 or 2 areas to focus on for partnering effectively with your associates. **How is that going? Who would like to share some of your experiences?**

**Say:** According to the book, there are four ways to generate a culture of partnership. **Ask for a different volunteer to read each point and then discuss as a group.**

- **Daily involvement - Guide discussion toward:** being a daily part of the team, brainstorming and collaborating, focusing on the future, engaging associates in regular conversation about their ideas, threats, opportunities, and the journey
- **Seek personal improvement - Guide discussion toward:** helping each associate know where they could be headed, encouraging stretch assignments, providing growth opportunities
- **Just listen - Guide discussion toward:** accepting negative feedback along with the positive, allowing disagreement without being defensive
- **Give in - Guide discussion toward:** letting associates have their way sometimes and introduce their own creativity & style

**Say:** Who would like to share some ways you've been partnering with your associates in your store?

### 2. Root for Each Other - Chapter Discussion

**Discuss:** You were asked to read Chapter 9 (pages 155-169). **What jumped out at you with regard to recognition?**

**Say:** According to the book, there is greater appreciation found in cultures of strong customer service, innovation, ownership, compassion, and operational excellence. This can be thought of as *rooting for each other*.

**Ask: What does it mean to root for each other?**

**Guide answers toward:** Having one another's backs, valuing others, appreciating strengths, encouraging each other

**Ask: How is recognition different from incentives?**

**Guide answers toward:** Incentives are not sustainable. They may motivate for a while, but they are temporary. Recognition instead focuses on your associates & their strengths.

**Ask: How does rooting for each other benefit associates and teams? Guide answers toward:**

Associates are fully engaged and want to give their best. Teams will build camaraderie and high performance.

**Ask: Would someone like to share your greatest moment of recognition?**

**Discuss: What are some ways you are recognizing your associates?**

### 3. Key Points

**Ask for a different participant to read each point, then discuss briefly.**

- Empower associates to root for each other even in tough times
- Help associates recognize what they value most about one another
- Culture is about behaviors & recognition is used to reinforce the right behaviors
- We are shaped by appreciation
- Research shows associates respond best when recognized for what they're good at and for times they've had to stretch - this is what makes people want to grow

### 4. Picture of a Team that Roots for Each Other

**Say:** Below is a simple picture of what rooting for each other might look like in an organization. **Ask for a volunteer to read the 1st bullet point, then discuss. State that the arrows represent recognition & feedback flowing from leaders to associates.**

- Associates want to know leaders appreciate & value their efforts - gives a sense of job security, well-being, & opportunities for growth

**Ask for a volunteer to read the 2nd bullet point, then discuss. Point out that the arrows are pointing both ways between associates.**

- Associates also need coworkers to view them as creative, dependable, & trustworthy - gives a sense of having friends at work, being accepted, & having their backs

**Discuss:** If we combine rooting for each other with last month's topic of partnering with your talent, could we also have the arrows pointing both ways between associates & leaders?



### 5. STEP Model for Recognition

Ask for a different participant to read each point, then discuss briefly.

- **Tell the Story**
  - give the background story
  - explain what the associate accomplished
- **Get the Team Together**
  - publicly praise, privately critique
  - the team may learn from the experience
- **Emphasize a Core Value**
  - link the story to one or more core values
  - only recognize results that are important to OMX
- **Personalize the Moment**
  - make the recognition meaningful to the associate
  - help the associate feel personally valued

### 6. Power of a Thank-You Note

Ask for a different volunteer to read each point, then discuss briefly.

- Research shows praise & rewards are crucial for business success
  - Across many organizations, managers feel they are too busy for recognition or that they give more than enough already - not so
  - Harvard Business School reports that the most innovative companies have significantly more "thank-yous" than other organizations
  - In addition to PIFs, another simple way to express appreciation is with a sincere, handwritten thank-you note:
1. **Tell them specifically what they did.**
  2. **Describe the value they championed or goal they met.**
  3. **Explain the impact on the customer or company.**
  4. **Express your sincere appreciation.**

### 7. Components of Appreciation

Ask for volunteers to fill in the blanks as you discuss the following.

- **Be sincere**
  - reward only behaviors you truly value
  - give a heartfelt, public thank you
- **Do it now**
  - recognize as soon as possible after the desired behavior
- **Be specific**
  - identify exactly what actions triggered the recognition
  - link recognition to a core value you want to see repeated
- **Do it often**
  - make it a habit to recognize at least every 7 days
  - 5 positives to every 1 constructive feedback

### 8. What does rooting for each other bring to...

Ask for volunteers to fill in the blanks, then discuss briefly.

- **...associates?** They will be fully engaged and willing to give their all
- **...teams?** Recognition moments will lead to bonding and memories, building togetherness
- **...internal & external customers?** Recognized associates are partners investing in your team's success - your clients know if associates are engaged & this impacts the bottom line
- **...OfficeMax?** Recognized behaviors get repeated - great work aligned with our vision & mission lives on when it is appreciated

### 9. Do you and your team root for each other?

Say: After the call, complete this self-check to see how you're doing. We'll discuss the results on next month's call.

1. Answer these questions:

	Agree	Disagree
We do it now - our team recognizes associates right away.		
Our team recognizes each other frequently, both privately and publicly.		
When recognizing team members, we are specific about their accomplishments.		
We are sincere with our appreciation.		
I know how my associates prefer to be rewarded & recognized.		
I provide at least 5 praises to each improvement opportunity.		
I don't wait to recognize excellent accomplishments.		
I only reward behaviors that align with our core values.		
I provide recognition to every associate at least every seven days.		
I take notes of associate contributions to use for future recognition.		
I use OfficeMax's reward & recognition programs (PIF, etc.).		
I encourage associates to thank one another.		
I hold formal recognition meetings to explain what is valued the most.		
I am specific with my recognition.		

2. Total the number of Agrees & then see where you stand:
- |                        |  |  |
|------------------------|--|--|
| <b>0-5:</b> Needs work | <b>6-10:</b> Not too bad but could be better | <b>11-14:</b> You root for each other! |
|------------------------|--|--|