

The Side Effects of *"Thank You"*

A guidebook for creating a culture of gratitude within your workplace.

Learn valuable tips and tools for recruiting and retaining an excellent team, establish a work environment built on collaboration and passion, all while building leads, customer engagement and loyalty.



SKYHIGH
MARKETING

Introduction

A recent study by the American Psychological Association of more than 1,700 employees indicated that over 50% of all employees intend to search for new jobs this year. Think about that...if your company has 200 employees, over 100 of them are online, maybe even right now while at work, looking for their next opportunity. The main reason given: they felt underappreciated and undervalued.

According to the U.S. Department of Labor, 65% of Americans reported receiving no recognition during the past year at their work.

According to Bloomberg, \$11 billion is the annual cost attributed to employee turnover.

Given these stats, it's understandable why so much conversation today among managers revolves around employee retention, engagement, collaboration and productivity. Much of this conversation is focused on the millennials, with often times the words used to describe this group not being terribly flattering: spoiled, anti-corporate, non-committal, a little arrogant, and in love with their phones as their primary communication tool.

But in observing my own 4 kids ages 25-30, and in reading the research that has been published on gratitude, I would suggest that just maybe, many of us in our 30's, 40's, 50's and 60's have more in common with the millennials than we think. And perhaps they can even teach us a thing or two once we recognize our common ground.

My conclusion is that employers who have created a workplace culture built on gratitude have discovered the secret to increased employee retention, engagement and productivity. They have also discovered the profound side effects that practicing gratitude has to change every aspect of our lives.

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Why Gratitude In The Workplace?

So where does gratitude fit into our professional lives and why is practicing gratitude and demonstrating appreciation so critical to the health and well-being of our companies?

When a company's culture is built on a foundation of gratitude, its productivity, efficiency and creativity levels are transformed. Management also witnesses amazing conversions in the form of engaged, optimistic, energized employees with minimal complaints and soaring satisfaction levels.

Gratitude: Critical to Business Success Because...

Happy Brains Are More Productive

Shawn Achor, author of "The Happiness Advantage", states that dopamine is released to the center of the brain when we are happy, causing us to be 31% more productive than when we have negative, stressed or even neutral emotions.

Stress is Reduced and Resiliency Increases

Research conducted by Dr. Robert Emmons, professor of psychology at the University of Cal-Davis, indicates that practicing gratitude on a daily basis reduces our stress hormones by 23%. According to Dr. Emmons, being grateful also instills emotional and physical resilience: "Practicing gratitude means appreciating the good that other people bring to our daily lives. When you focus on appreciating others, you deal with stress and crisis better because you don't spend so much time focusing on yourself."

Employees' Physical Health Improves

Gratitude also affects our physical health, which dramatically impacts our productivity and quality of work. In addition to stress levels, two other central health indicators are sleep patterns and immune system. Participants in a recent gratitude study reported these benefits: they got more hours of sleep each night, they spent less time awake before falling asleep, and they felt more refreshed in the morning.



Additionally, according to Lisa Aspinwall, PhD, a psychology professor at the University of Utah, grateful people tend to be more optimistic, and this characteristic, research indicates, is directly connected to better immune function.

Why Gratitude In The Workplace? (Cont.)

Social Relationships Improve

The practice of being grateful develops and strengthens social relationships between employees. This leads to an additional benefit called Upstream Reciprocity, otherwise known as Paying It Forward, which we will explore in depth shortly.

People Work Harder and Meet Goals

In a recent national survey, over 80 percent of employees claimed that they would work harder if management expressed more appreciation. This fact tells us that goal achievement is yet another benefit of workplace gratitude. Survey participants who kept gratitude lists were more likely to have made progress toward important personal goals as well. When companies apply this strategy to professional goals, in conjunction with gratitude from management, they will see employees increase their productivity.

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Conclusion on Why Be Grateful

Initiating the effort to make employees feel appreciated and included can reap great rewards in terms of performance, productivity and satisfaction of the entire team. At the end of the day, the principle is very simple: we all want to feel valued.



The “Pay It Forward Effect”

You’ve heard of the Starbucks drive through phenomenon where one person pays for the coffee behind them and it continues as each car Pays It Forward to the stranger behind them. In St. Petersburg Florida, this continued for 11 hours straight when 378 people felt the gratitude and Paid It Forward in the form of a simple cup of coffee.

Upstream Reciprocity is the tendency of those who themselves have been helped to be more likely to “Pay It Forward”, or assist another person in need. We see everyday that an individual with a high propensity towards gratitude is likely to act in a similarly helpful way to others. In an era when managers and executives are often challenged to foster a culture of teamwork and employee development, this concept of Upstream Reciprocity can exponentially grow your culture of gratitude.

Encouraging employees to give back to each other will have a huge impact because the positive emotions created have shown to carry through to an individual’s work performance. It strengthens relationships among colleagues and supervisors, and creates trust that leads to respect.

So, have your management team start the chain of gratitude and watch the positive effects ripple throughout your organization. You’ll notice people will be more likely to be helpful, thoughtful and positive which ultimately benefits the culture you want to create.

In our workbook section, you will find many jump starter ideas, recommended books, websites, podcasts and great speeches on the topics of workplace gratitude, appreciation and leadership, which articulate transforming results on employee and client retention.

For starters, here are a few tips for Demonstrating Gratitude at work:

- Write thank-you notes to colleagues who have helped you with a task or just to recognize a job well done by them
- If someone needs help on a project, offer to lend a hand without expectation
- Share your knowledge by offering to mentor younger or less experienced colleagues
- Give sincere compliments often
- Help create recognition programs that promote teamwork and collaboration
- Initiate a volunteer service program for a needy charity
- Make sure that your tone and body language convey sincere appreciation to others

Gratitude Economics

After reviewing the research in the previous section, it is clear that employees have more energy, are more helpful to others and have less stress when they are happy in the workplace. And when they're not, it proves extremely costly. A New York Times article references a Gallup poll that estimated lost productivity attributed to unhappy employees at \$300 billion a year. Ouch.

Despite these facts, statistics show that many leaders still struggle with consistent implementation of gratitude programs. Intuitively, they know they should do this, but there are customers to serve, problems to resolve and shareholders to satisfy...and in spite of all the wonderful benefits of technology, it's made us all in a big gall darn hurry!

Even though the topic of cost and employee turnover is commonplace among business owners and executives, it's not likely they can tell you exactly the cost of losing and then re-hiring a new employee. The reason for this is that the costs are fairly hidden – meaning they don't hit your bottom line the same way other costs in your budget do. Sure, there are some definitive costs to recruitment, etc., but rarely do we consider the undocumented costs to losing an employee and having to re-hire.

Costs to losing an employee and re-hiring include:

- Lowered productivity
- Overworked remaining staff
- Knowledge lost
- Training costs

To take a closer look at the costs that make a significant impact on the bottom line, we can reference a CAP study which finds that turnover cost varies by wage and role of employee.

16% of the annual salary for high-turnover, low-paying jobs (earning under \$30,000 a year). For example, the cost to replace a \$14 / hr customer service employee would be \$4,000.

20% of the annual salary for mid-range positions (earning \$30,000 to \$50,000 a year). For example, the cost to replace a \$50K manager would be \$10,000.

213% * of the annual salary for highly educated executive positions. For example, the cost to replace a \$100K executive can be up to \$213,000.

*Up to 213%

Tips To Improve Gratitude Levels & The Bottom Line

Creating a gratitude-rich workplace does not have to be difficult and most certainly is not just about salary increases. The reality is, research shows that salary is rarely the primary reason for an individual to leave a job. People leave jobs because they feel undervalued and underappreciated. Yes, providing appropriate salaries is obviously an important component of recognition – yet there is so much more.

Here are 8 ways to improve the gratitude levels of your workforce and boost your bottom line:

1. **Establish Trust:** In every aspect of our lives, trust is at the foundation of our human needs. When employees feel trusted to do their jobs, they have the confidence to engage creatively and solve problems.



2. **Provide Feedback:** People need to know when they are doing something right. At times, they also need to know how they can improve so that they can be the best version of themselves. Providing feedback opens up the lines of communication to allow both managers and employees a comfort level to exchange consistent feedback.



3. **Show Respect:** Respecting and acknowledging an employee's unique skills, in addition to their passions and interests outside of work, will boost loyalty and job commitment. The level to which we are respected and admired by those around us has a significant impact on our level of happiness.



4. **Provide and Communicate Growth Opportunities:** Providing opportunities for career enhancement will not only improve your employee's skill set, it will make them feel valued and further grow your business. There are many ways to provide growth opportunities, but do not assume employees know what they are.



5. **Share the Big Picture:** People become more engaged in tasks or projects when they understand why they are doing them; specifically, how they affect the big picture goals of the organization.



6. **Set Goals:** Having defined goals gives workers a road map to track their achievements and ultimately, provides more meaning to their jobs. A study conducted by researchers at the University of Alberta found that people who focused on the meaningfulness of their jobs exhibited a 60% drop in absenteeism and a 75% reduction in turnover.



7. **Recognize Success:**

Many companies offer bonuses as part of performance rewards, but it doesn't always need to be about money for a reward to be effective. There are many recognition opportunities and incentives that show a high level of gratitude.



8. **Have Face Time:** Without regular face to face interaction with managers and co-workers, employees can be left to feel removed from the big picture and often times lose sight of their purpose within the organization.



**PEOPLE LEAVE JOBS BECAUSE
THEY FEEL UNDERVALUED OR
UNDERAPPRECIATED.**

<http://recruitloop.com/blog/10-ways-to-increase-profit-productivity-by-making-employees-happy/>

A Few Thoughts on Employee Recognition

Consider Peer-to-Peer Recognition

Recognition from peers can have as much impact as it does from management. The people you work with know what you're doing on a daily basis. When your co-workers say "thank you," the impact is very meaningful. So make it easy for employees to recognize each other. Organizations with successful recognition programs make them flexible and social, allowing anyone in the company to recognize anyone else.



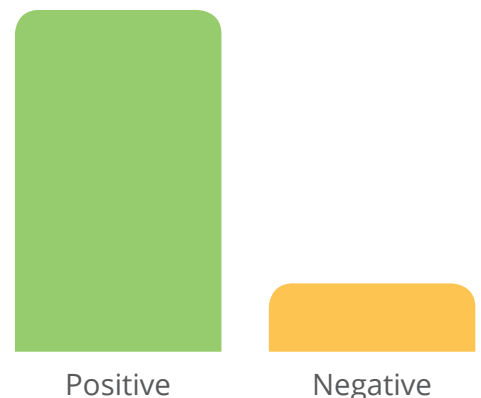
Adapt Your Style of Recognition



Not every employee will appreciate a public display of gratitude. Think about the person you're recognizing and if they would prefer to be acknowledged publicly or privately. Also consider who should deliver the recognition. Choose someone who would deliver the message with the most meaning. Maybe it's their manager, a co-worker or someone in upper management. Finally, if you're recognizing someone with a note, make sure it's hand-written!

Praise to Criticism Ratio

According to research by the Harvard Business Review, top performing teams give each other more than five positive comments for every criticism. Positive feedback reinforces ideal behavior. You can motivate an employee to work with more determination and creativity by implementing this ratio.



The Power of Employee Recognition

When asked what leaders could do more of to improve engagement

58%
of respondents replied

“give recognition.”

Psychometrics, A Study of Employee Engagement in the Canadian Workplace 2010

#1 reason most Americans leave their jobs is that
they don't feel appreciated.

In fact, 65% of people surveyed said they got no recognition for good work last year.

Gallup, Tom Rath and Donald Clifton, How Full Is Your Bucket? Positive Strategies for Work and Life

Nearly
78%
of employees

**said they would remain longer
with their employer if...**

they saw a career path within their current
organization

Mercer

Organizations with recognition programs which are
highly effective at enabling employee engagement had

31% lower voluntary turnover

than organizations with ineffective recognition programs.

Bersin by Deloitte, The State of Employee Recognition, 2012

Case Studies In Employee Gratitude & Recognition

Charter Manufacturing

In 2011, when Charter achieved the incredible milestone of \$1 billion in revenue, upper management sought a quality, classy commemorative item to accompany each of their employees' bonuses at the celebration party. An envelope alone would not do for such an accomplishment. Instead, each employee received a name brand, engraved Zippo money clip, which included a printed laminated thank you message from the company's chairman, placed in a logo'd gift box with ribbon. The employee response was overwhelming appreciative.



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DYNATECT

Employee Incentive Program

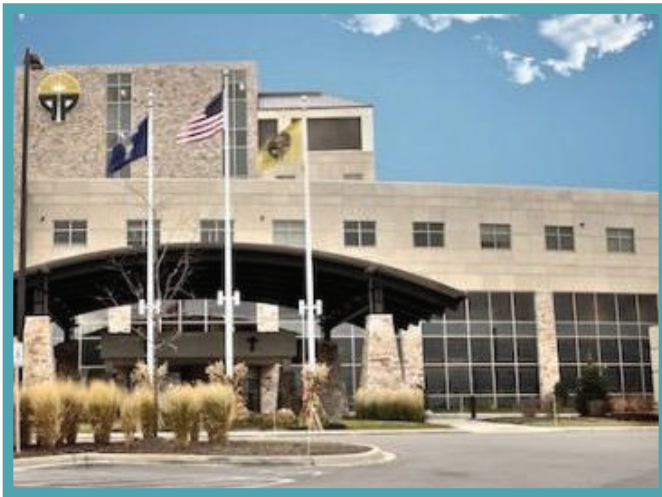
New Berlin's Dynatect, formerly A&A Manufacturing, is a worldwide leading manufacturer of protective devices for equipment and people. The success of the company is directly related to management's commitment to the following principles: collaboration between departments, individuals having the freedom to be innovative, focus on an employee health and equal focus on workplace safety. Dynatect's chip redemption program is a main driver of the success of these important management initiatives.



midwest orthopedic

SPECIALTY HOSPITAL

At Midwest Orthopedic Specialty Hospital, creating the best patient experience possible is not just a mission statement, it is the employee pledge. For the past five years, between Thanksgiving and Christmas, the physicians and administration have thanked all 400 employees for their commitment by giving them stylish, functional jackets that can be worn both at work and recreationally.



**THE PHYSICIANS AND
ADMINISTRATION HAVE
THANKED ALL 400 EMPLOYEES
FOR THEIR COMMITMENT**

Rewarding Sales and Service Excellence

Henry Schein Dental is the national leader in dental supplies, dental equipment and technology, and dental practice solutions. Each year, it rewards more than 275 of its individual achievers and business centers at the company's annual national sales meeting.



Making Strides and Paying It Forward

Amazing things can happen when motivated individuals, filled with heart-felt passion, band together for a worthy cause. Since 1994, with full support from upper management, Reinhart Boerner Van Dueren s.c. has supported the American Cancer Society's MAKING STRIDES FOR BREAST CANCER WALK, collecting thousands of dollars and surpassing the 100 walker mark for participation. Such commitment has earned the firm recognition by Fox 6 News as a Milwaukee organization truly making a difference in the community.



Winter Parkas For Needy Kids Program

With the help of many great clients, this program has clothed over 2,200 needy children with our winter parkas program. Through a coordinated effort, the jackets are distributed to the following organizations: Children's Outing Association, Journey House, Agape Community Center, Northcott, Next Door Foundation, Milwaukee Christian Center, Milwaukee House of Peace, Holton Youth and Family Center, Northcott Neighborhood House, Neu-Life Community Resource Center and Silver Spring Neighborhood house.

Contact us today to find out how you can make a difference!



Employee Retention & Engagement Statistics

Cost of Turnover:

- \$11 billion is lost annually due to employee turnover (Bloomberg BNA)
 - Total turnover in 2014: 15.7% of the workforce (Compensation Force)
 - Replacing a lost employee costs 150% of that person's annual salary (Columbia University)
-

Value of Engagement:

- HR professionals' most important issue in 2015: culture and engagement (Deloitte)
- In companies where both leaders and managers are perceived by employees as effective, 72% of employees are highly engaged (Towers Watson)
- Employee engagement programs can increase profits by \$2400 per employee per year (Workplace Research Foundation)
- Highly engaged employees are:
 - 2.5 times more likely to stay at work late if something needs to be done after the normal workday ends
 - more than twice as likely to help someone at work even if they don't ask for help
 - more than three times as likely to do something good for the company that is not expected of them
 - more than five times as likely to recommend that a friend or relative apply for a job at their company (Temkin Group)
- Belief in senior leadership is the strongest engagement driver, and employee growth & development is the second (Modern Survey)
- 70% of employees who lack confidence in senior leadership are not engaged with their employer (Dale Carnegie)
- 65% of employees who don't feel they can approach their manager with any type of question are actively disengaged (Gallup)

- 36% of employees would give up \$5,000 a year in salary to be happier at work (Randstad)
 - Declining employee loyalty is thought to harm organizations by causing low morale (84%), high turnover (80%), disengagement (80%), growing distrust (76%), and lack of team spirit (73%) (American Management Association)
 - 54% of employees who feel they can approach their manager with any type of question are highly engaged (Gallup)
 - Only 32% of US workers were engaged with their employers in 2015 (Gallup)
 - Employees whose managers hold regular meetings with them are almost three times as likely to be engaged (Gallup)
 - The main factor in workplace discontent is not wages, benefits or hours, but the boss (Gallup)
 - 28% of employees would rather have a better boss than a \$5,000 raise (Randstad)
 - Organizations that have over 50% employee engagement retain over 80% of their customers (Demand Metric)
-

Retain, Develop and Share the Big Picture:

- 54% of employees who are proud of their employer's contributions to society are engaged (Dale Carnegie)
- Employees who say their organizational values are "known and understood" are 51 times more likely to be fully engaged than an employee who responds that their organization does not have values that are known and understood (Modern Survey)
- 78% said they would remain longer with their employer if they saw a career path with the current organization (Mercer)
- 61% of employees say it is important for them to work at an organization that is socially responsible" (Modern Survey)
- But only 34% of companies focus on developing and retaining current employees (American Management Association)
- Organizations in which employees are primarily motivated by shared values and a commitment to a mission and purpose are nine times more likely to have high customer satisfaction (LRN)

Gratitude Workbook

Exercises to Improve Workplace Gratitude and Productivity

1. Establish Manager to Employee Trust

Suggested Action Steps:

- Start each day by walking the facility and greeting everyone by their name.
- Have manager-led brainstorming sessions.
- Hold consistent manager open-door sessions.
- Use DISC and Strength Finder tools to encourage employees to make their mark on the organization.
- Institute regular offsite team-building activities.
- Learn about employees' families, as well as their outside interests and passions.
- Have monthly barbecues where management grills.

Suggested reading/listening:

- Watch Simon Sinek's Ted Talk, "First Why and Then Trust".
- Read Stephen M. Covey's book, "The Speed of Trust".

Additional thoughts: Create guidelines for each of your initiatives and share them with the employees, as well as share best practices among fellow managers.

Your Turn:

List three strategies to **build trust between the management team and the employees:**

Strategy 1:

Strategy 2:

Strategy 3:

Establish Employee to Employee Trust

Suggested Action Steps:

- Have employee-led brainstorming sessions without management, with assigned note-taker.
- Institute ideas and incentives that reward employee collaboration.
- Have team competitions for the best innovative, “what if” ideas.
- Create a veteran-mentor shadow program.
- Use DISC and Strength Finder tools, then create working groups to assess and gain better understanding of each other.
- Celebrate birthdays with monthly potluck lunches, organized by the employees.
- Organize company volleyball, soccer or softball teams.
- Build a walking path around your facility or a fitness room and encourage a nutrition/exercise buddy program.

Your Turn:

Name three strategies to **build trust between your fellow employees:**

Strategy 1:

Strategy 2:

Strategy 3:

2. Provide Feedback

Suggested Action Steps:

- Keep post cards with your mission statement centrally located and write quick notes for jobs well-done.
- Have a physical or online suggestion box and create rewards for best suggestions to improve the company's productivity, customer service, safety and collaboration.
- Create "Think Outside The Box" competitions to encourage new perspectives from employees on topics like product innovation and customer service.
- Acknowledge contributed ideas monthly (or more) through an all-company email.
- Create written summaries of ideas that include action steps, specific goals and timing.

Suggested reading/listening:

- Read and discuss [The 5 Languages of Appreciation in the Workplace](#) to understand individual communication processes and motivations.
- Peruse servantleadershipinstitute.com

Additional thoughts: When surveying employees, encourage feedback by using multiple choice questions. Also, establish language guidelines to maintain mutual respect with communication.

Your Turn:

Implement three strategies to encourage **feedback between your managers and employees:**

Strategy 1:

Strategy 2:

Strategy 3:

3. Show Respect

Suggested Action Steps:

- Consistently look to observe the unique strengths and contributions of your employees.
- When acknowledging an employee's strengths, use specific examples of how their attitude, skills and actions positively impact the organization.
- Create internal groups, such as a women leaders in business group or a young professionals idea group to encourage input and generate unique/creative ideas.
- Learn of your employees' outside interests and passions.

Suggested reading/listening:

- Understand what motivates your staff by watching Dan Pink's video, "The Truth About What Motivates Us".
- Read Lisa Earle McLeod's article, "Why Millennials Keep Dumping On You".

Additional thoughts: When critiques are necessary, maintain emotional neutrality and provide specific improvement steps with follow up dates.

Your Turn:

List three strategies to demonstrate additional respect for your employees:

Strategy 1:

Strategy 2:

Strategy 3:

4. Provide and Communicate Growth Opportunities

Suggested Action Steps:

- Offer the *Strength Finders* test.
- Discuss your employees' short and long term career goals.
- Chart a pathway for success by creating agreed upon 30-60-90 day goals from day 1 of employment.
- Restart each quarter with scheduled quarterly "career path" meetings.
- Document benchmarks using Google document to track progress, allow input and offer encouragement.

Additional thoughts: Share educational articles via email, LinkedIn and other social platforms that encourage growth and career education. Encourage individual reading and the development of internal book clubs that focus on personal development skills.

Suggested reading/listening:

- Joe Sweeney's "Moving The Needle" and Jack Canfield's "Success Principles".

Your Turn:

List examples of 30-60-90 goals for individual employees:

30 Day Goals:

60 Day Goals:

90 Day Goals:

5. Share the Big Picture with your Staff

Suggested Action Steps:

- Articulate the company mission clearly and post it publicly.
- Establish and communicate each team members' specific roles in accomplishing the company's goals.
- Define for each department how their specific goal achievement impacts the overall company mission. Accompany this with defining how goal achievements will be measured.
- Have monthly or quarterly all-company meetings to provide a "State of the Company" update. Allow for questions and ideas to be offered ahead of time so they can be addressed.

Suggested reading/listening:

- Watch Simon Sinek's Ted Talk titled, "[How Great Leaders Inspire Action](#)" to help you formulate the "Why" of your company.

Additional thoughts: Consider creating a company charity and invite employee participation to demonstrate that the organization looks beyond its own needs. Also, begin to recognize your employees who volunteer in the community.

Your Turn:

List three strategies for how you can better articulate your mission and vision to your employees:

Strategy 1:

Strategy 2:

Strategy 3:

6. Set Goals

Suggested Action Steps:

- Articulate the company's short and long term goals clearly and display them publicly.
- Make sure each individual and department knows their specific goals and how their performance will be measured.
- Share the different department goals with each other.
- Recognize the impact that a Happy Workplace has on employee health, innovation and productivity.

Suggested reading/listening:

- Watch "Conscious Business" author **Fred Kofman's** talk on organizational culture titled "Your Job Is Not Your Job" **via the LinkedIn Speaker Series.**
- Watch "The Happiness Advantage" by Harvard professor and author, Shawn Achor.

Your Turn:

Create examples of 30-60-90 day goals for the company and the specific departments:

30 Day Goals:

60 Day Goals:

90 Day Goals:

7. Recognize Success

Suggested Action Steps:

- Create an intranet recognition/gratitude blog.
- Institute a “Total Team Effort” award where after a sale, the entire team, not just the salesperson, is recognized for their specific roles in serving the customer, and then post on your blog.
- Make thank you cards readily available in the lunch room for Employee to Employee Recognition.
- Hang a dry erase board in the common area for calling out good deeds and jobs well done.
- Create a monthly “Team Player” award for the employee that “Pays It Forward” within the company by assisting a fellow employee in a noteworthy fashion.
- Always carry a notebook to easily record positive behaviors/actions in real time.

Suggested reading/listening:

- Read David Haldorsen’s article, “36 Great Employee Recognition Ideas Your Team Will Love”.

Your Turn:

List three regular processes to both formally and informally recognize individual and company achievements:

Success Recognition Opportunity 1:

Success Recognition Opportunity 2:

Success Recognition Opportunity 3:

8. Have Face Time

In response to our technology-created fast pace world, **Handshake Leadership** is an emerging term today. The idea is that it is too easy to rely on email. It has its place, yes, but face to face connection is vital to establishing real trust.

Name three opportunities to have consistent in-person meetings between your supervisors and their staff:

Face to Face Opportunity 1:

Face to Face Opportunity 2:

Face to Face Opportunity 3:

Final Thoughts For Leaders

In his book, *Conscious Business*, Fred Kofman writes about what he calls **CONSCIOUS MANAGERS**:

In *"First, Break All the Rules"*, Marcus Buckingham and Curt Coffman report the results of a twenty-year research project on organizational effectiveness undertaken by The Gallup Organization. The study focused on a single question: "What do the most talented employees need from their workplace?"

After surveying over a million individuals from a broad range of companies, industries, and countries, the study concluded: "Talented employees need great managers. The talented employee may join a company because of its charismatic leaders, its generous benefits, and its world-class training programs, but how long that employee stays and how productive he is while he is there is determined by his relationship with his immediate supervisor."

This led to the researchers' next question: "How do the world's greatest managers find, focus, and keep talented employees?" Gallup surveyed four hundred organizations, interviewing a cross section of eighty thousand great and average managers. To determine who was great and who was average, they used objective performance measures such as sales, profit, customer satisfaction, and employee turnover. The combination of both these studies resulted in the most extensive empirical research ever carried out on the subject.

The researchers found that exceptional managers created a workplace in which employees emphatically answered “yes” when asked the following questions:

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

These results are not just true for individual performers and their immediate supervisors; they hold at all levels of the organizational hierarchy. Top management’s primary responsibility is to populate the company with what I’ve called “conscious employees”. Senior managers do not just set the corporate mission and policy; they also create an environment that attracts, retains, and develops their junior managers. To attract conscious employees, managers need to exercise conscious leadership.

The worst leader is he who people despise. A good leader is he who people worship. A great leader is he who makes people say: “We ourselves did it.”

Lao Tzu, Tao Te Ching

Our Story

Being Grateful and Acting On It Makes Good Business Sense

We love to work with organizations that believe in a culture of gratitude. We believe that demonstrating appreciation to clients and employees is smart business and we measure our success on how effectively our branded items deliver this message. Our goal is to understand your specific objectives and parameters and then deliver the most appropriate and useful items to say *Thank You- We Appreciate You*.



Who deserves your thanks today?

At Sky High Marketing, we want to inspire, educate and assist you with product ideas, articles and real life examples regarding client and employee engagement and growth.

Finally, we thrive on working with clients that are grateful not only for their business success and personal relationships, but also for the blessings that each day brings. As a result, we strive to partner with organizations that look beyond their own needs and focus on the needs of the less fortunate in the community, understanding the importance of Paying It Forward.

For more information and a live conversation, call us at 262.542.8286 x 225 or email Matt Smith.

Thank you!
Sky High Marketing