

Four ways management can nurture the six characteristics of a positive (kind) workplace

1. Foster positive social connections. Examples:

- Use ‘real’ praise with employees, verbally, with hand-written notes and, if manageable, formal letters to place in the person’s personnel file. *Make sure everyone knows what workplace standards and expectations are.* There is no easy answer as to how and when to best use praise. A good manager is sensitive to the power of praise and its effects and uses it judiciously, both privately and politically/in front of a group.
- As an icebreaker for any work event, ask individuals to share a personal or observed act of kindness.
- Include Organizational Kindness as a focus on staff development and performance reviews.
- Be transparent and inclusive in organizational decision making. *Create situations where staff participate in critical decision making to show genuine respect for what they know and can contribute.*
- (Discussion) What are examples of fostering social connections that you have seen at work?
- (Discussion) What other examples of this type of kind behavior do managers want to focus on in the training:
 - a. _____
 - b. _____

2. Always show empathy toward each employee. Examples:

- Tell your employees what you appreciate about them as individuals and as employees.
- Notice and appreciate acts of kindness.
- Be aware of difficult personal situations that may be impacting an employee’s work performance. *Offer understanding and compassionate support.*
- Appreciate honest feedback from personnel that you supervise. *Show confidence in and appreciation of your employees.*

- Be consistent in when and to whom you give praise or corrections paired with constructive recommendations. *Do not have the appearance of playing favorites.*
- Don't punish a group of employees for the harmful behavior of an individual.
- (Discussion) What other examples of type of kind behavior have you seen at work?
- (Discussion) What other examples of this type of kind behavior do managers want to focus on in the training:
 - a. _____
 - b. _____

3. Set a strong example for staff, go out of your way to help. Examples:

- Provide training to workers on how to:
 - treat everyone with respect
 - learn and ask about the interests of others
 - help colleagues who are struggling
 - avoid blame and forgive mistakes
 - emphasize the meaningfulness of work
- Provide employees with the training and skills development they need to complete the job successfully. *Do not make the mistake of assigning tasks that employees do not know how to do.*
- Provide on-going support for learning important skills. *Have a capable and experienced employee mentor a less skilled employee.*
- Make sure each employee has the skills and knowledge to succeed at their job.
- Accountability is a way to be kind and it promotes employment success. *For underperforming staff members, create a plan of assistance.*
- Solicit regular feedback from staff about aspects of work that can be improved. *Show you listen by implementing some recommended improvements.*
- When organizational changes are being discussed keep staff well-informed on current status and anticipated change direction and timelines.
- Be proactive rather than reactive when you know some action needs to be taken.

- (Discussion) What other examples of this type of kind behavior have you seen at work?
- (Discussion) What other examples of this type of kind behavior do managers want to focus on in the training:
 - a. _____
 - b. _____

4. Build staff trust, encourage people to talk to you – especially about their challenges or problems. Examples:

- Make it a practice to walk through the office and stop briefly to connect with different staff. *Be fully present and listen courteously.*
- Set an example of honesty, admit errors or job-related struggles you have.
- Set time at staff meetings for sharing appreciations.
- Be willing to take on and resolve difficult situations for employees. *Take an abusive customer off your employee's hands, when possible.*
- Ask staff members for their help when appropriate. *Provide feedback to staff members on the outcome of suggestions made by them.*
- (Discussion) What other examples of this type of kind behavior have you seen at work?
- (Discussion) What other examples of this type of kind behavior do managers want to focus on in the training:
 - a. _____
 - b. _____

Manager commitment to workplace kindness

As a manager, choose your commitments to kindness in the workplace. If you want to commit to any of the kindnesses listed below, fill in the blank to describe how you will be kind in that way. Then sign and date your commitment.

1. I will foster positive social connections.

My example:

2. I will have real relationships including empathy with each employee.

My example:

3. I will model Kindness and go out of my way to help others.

My example:

4. To build trust, I will encourage employees to talk to me about their challenges or problems.

My example:

Signature

Date