



Redefining Success During Times of Change

Recognition Redefined!

Employees seek worthy appreciation offered in a timely manner. When isolated at home, seven days can seem much longer. As work is evolving, employees need to know if their work is meeting your expectations. What does excellence look like in this new world?

- Add new areas of recognition on top of accomplishments. Sometimes patience deserves recognition. Recognize people for working through the unknown, bringing valued behaviors to life and acknowledge people for creating social outlets for employees.
- Undoubtedly, you have a recognition process in place that isn't fully utilized. Re-energize the current process and create initiatives on your team where everyone commits to participate at least once a week (adapt to the digital world if necessary).
- Take this time to celebrate personal accomplishments. Recognize individuals for something they have mastered in their life outside work. Feel free to acknowledge all sorts of achievements that are important to your people, regardless of the nature of the activity.
- Remote working is not an excuse to not provide worthy timely recognition. A simple email will go a long way. Allocate time in weekly calls just to highlight worthy efforts and results that your team members have achieved.





A focus on producing and communicating quality work

Appreciating what your co-workers are doing when isolated at home can be challenging. It's hard enough with your own team, so the rest of the organization can seem very distant. Communication across teams is a key to continuing to feel like each team member is part of a larger mission.

Create weekly cross-functional manager meetings to share across teams what is happening. Include the following:

- **Share best practices.** Everyone is adapting to a new situation. Share the creative ideas others are coming up with. Share in pictures!
- Use this time to **create partnerships** across teams. Is an additional team member needed on one team for a period of time? Share people resources. This will create many benefits by the fall.

Communicate to your team how other teams are accomplishing their goals from home. Even if it's not something your team can use. It shows what others are doing and brings together the bigger picture. Focus on the teams that are most directly related to your team's work.

Create co-working conditions to foster teamwork and improve output. When possible, form partnerships to work on tasks that could be an individual project even if just to provide feedback.

Help employees understand their role in the short term Mission

Those other reasons we work (beyond a paycheck) assume paramount importance during times of change or increased stress. There is a lot on leaders' minds during these times; however, it is important to take time to demonstrate to employees how to live your mission. Show them how to live it and ask them to do the same.

- Communicate *short-term* goals and how they apply to your overall mission. Then take the time to clarify the role they play.
- **Authenticity** is critical. Be as transparent as possible.
- During your planned monthly team conversations discuss what the organization's mission means to them that week. Situations are changing quickly and frequently so keep your mission current.
- When allocating responsibilities make a conscious effort to link them with the organization's mission or strategy in the current situation.
- Take notice of outstanding performance (individually and collectively) – talk about the implications of this high performance to the organization's purpose.

