

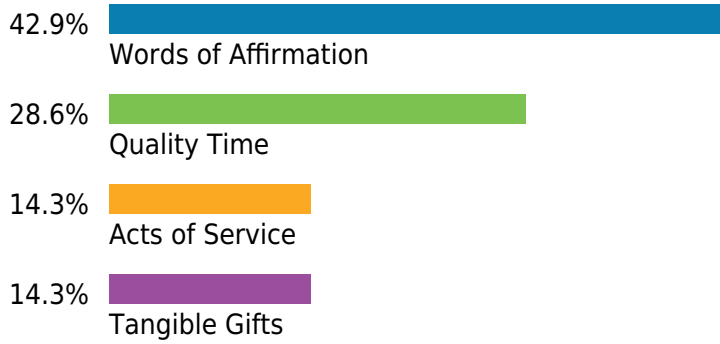
GROUP SUMMARY REPORT



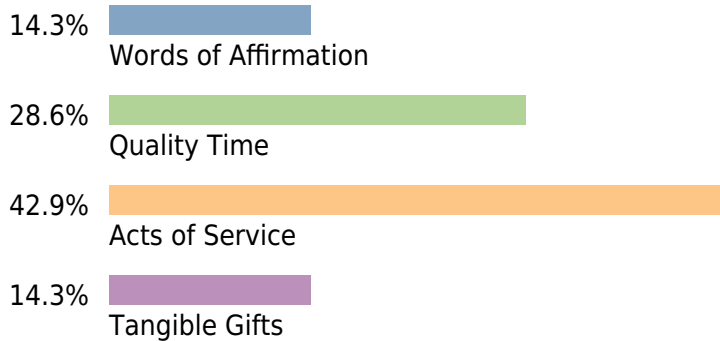
Explorer Technology
Support

Languages of
Appreciation at Work™

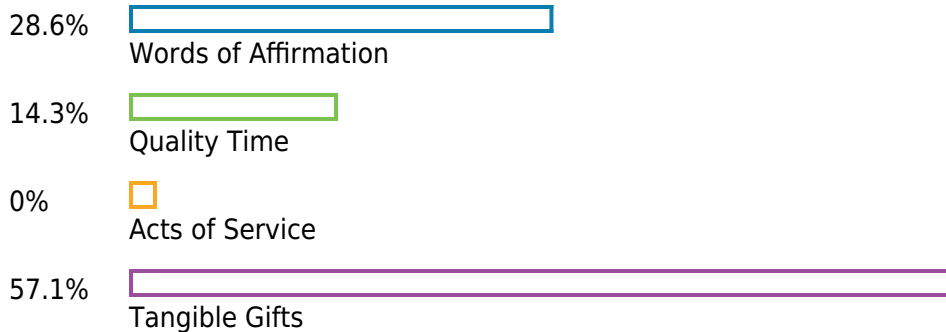
PRIMARY LANGUAGE
























SECONDARY LANGUAGE



LEAST VALUED LANGUAGE



Name	Primary	Secondary	Least Valued
Phil Stockton	 Words of Affirmation	 Quality Time	 Tangible Gifts
Elena McCullough	 Quality Time	 Acts of Service	 Words of Affirmation
Richard Smith	 Words of Affirmation	 Quality Time	 Tangible Gifts
Harold McKnight	 Words of Affirmation	 Tangible Gifts	 Quality Time
Lisa Ulrich	 Acts of Service	 Words of Affirmation	 Tangible Gifts
Samuel Yale	 Quality Time	 Acts of Service	 Tangible Gifts
Avery Woodlawn	 Tangible Gifts	 Acts of Service	 Words of Affirmation

Action Items

(Team Member) Acknowledge my effort on a project, in the presence of my teammates.

(Colleague) Occasionally tell me thanks for working hard.

(All) Send me an email to let me know when I have done well.

(Colleague) Speak in a cheerful, positive tone, as much as possible.

(Team Member) Acknowledge when I have handled a difficult situation well.

Actions NOT Wanted

(Words) When it seems to be said for the benefit of the one saying the words, not the person who the words are about

(Words) When it precedes a criticism or complaint.

(Time) When it's scheduled, mandatory, and my supervisor/colleague is clearly not engaged.

(Time) Being distracted (e.g. on the phone) while spending time together

(Acts) When the acts of service actually impede my ability to accomplish a task fully and in a timely manner.

(Acts) If the act of service is done at a level of quality below what is needed or desired.

(Gifts) Company apparel: cap or mug; logo gifts that take up space in my junk drawer

(Gifts) Small trinkets - key chains, water bottles

(Physical) When the other person doesn't consider my personal boundaries.

(Physical) When a team member wants to give me some type of physical touch too often (every single day) or every time he/she sees me.

SINGLE MOST CRITICAL ACTION

Encourage me when I have a big deadline coming up.

Elena McCullough

Action Items

(Team Member) Go to lunch together to talk about business issues.

(Colleague) Go to lunch together and not talk about business issues.

(All) Invite me to go to lunch with a group of colleagues.

(Colleague) Stop by, sit down in my office and check in with me regarding how things are going.

(Supervisor) Call (or text) me occasionally to check in to see how I am doing.

(Colleague) Hang out with me and the rest of the team over lunch or at the end of the day.

(Team Member) Walk together before or after work.

(All) Go to dinner together with our spouses / significant other.

(Supervisor) Spend time exchanging ideas and solutions to problems and/or challenges.

(Supervisor) Get together with colleagues to go somewhere on the weekend, like a movie, sporting event, art show, or music event.

(All) Do a sports activity together -- biking, golf, playing basketball, etc.

(Colleague) Have a retreat (away from the office) for our team.

(Team Member) Hang out together with friends, after work or on the weekend.

Actions NOT Wanted

(Words) When words are vague / not specific / generic / insincere

(Words) When it precedes a criticism or complaint.

(Time) When I am busy or under a tight deadline for a project

(Time) Being distracted (e.g. on the phone) while spending time together

(Acts) When it is done only with the expectation of a favor in return.

(Acts) When the act of service is done with a bad attitude, begrudgingly or without joy.

(Gifts) Impractical Items: cheap gifts; useless items

(Gifts) Company apparel: cap or mug; logo gifts that take up space in my junk drawer

(Physical) When it's "patting" of any sort - I feel like I'm a pet dog or cat.

(Physical) I do not want to be touched at all by others (even handshakes).

SINGLE MOST CRITICAL ACTION

I love getting to go out to lunch with my team. Even taking a little time to celebrate the completion of a big project is appreciated.



Action Items

- (Team Member)** Write me an email and acknowledge when I have done a good job.
- (Supervisor)** Acknowledge my effort on a project, in the presence of my teammates.
- (Team Member)** Occasionally tell me thanks for working hard.
- (Colleague)** Send me an email to let me know when I have done well.
- (Team Member)** Speak in a cheerful, positive tone, as much as possible.
- (Supervisor)** Acknowledge when I have handled a difficult situation well.
- (Team Member)** Tell others (when I am not around) about the good job I am doing.
- (Supervisor)** Tell me thank you or give me a specific compliment.
- (Team Member)** In my review, make a list of positives regarding what you like about how I am doing.
- (Supervisor)** Give our department / team a group compliment when we have done well.
- (Team Member)** Send an occasional note of encouragement.
- (Colleague)** When appropriate, I would like to be recognized in front of others for work well done.

Actions NOT Wanted

- (Words) Words of affirmation from someone who treats me badly but tells me "thank you," or "good job."
- (Words) When it precedes a criticism or complaint.
- (Time) When it's scheduled, mandatory, and my supervisor/colleague is clearly not engaged.
- (Time) Forced training events with "trust exercises" that don't translate back to daily work life.
- (Acts) Jumping in without knowing what will help me the most.
- (Acts) When the act of service is done with a bad attitude, begrudgingly or without joy.
- (Gifts) Impractical Items: cheap gifts; useless items
- (Gifts) A re-gifted item
- (Physical) When the other person doesn't consider my personal boundaries.
- (Physical) When my personal space is invaded without permission.

SINGLE MOST CRITICAL ACTION

Verbally encourage me, especially in notes or short emails.



Action Items

- (Team Member)** Write me an email and acknowledge when I have done a good job.
- (Colleague)** Acknowledge my effort on a project, in the presence of my teammates.
- (Team Member)** Occasionally tell me thanks for working hard.
- (Supervisor)** Send me an email to let me know when I have done well.
- (Colleague)** Speak in a cheerful, positive tone, as much as possible.
- (All)** Acknowledge when I have handled a difficult situation well.
- (Colleague)** Tell others (when I am not around) about the good job I am doing.
- (Supervisor)** Tell me thank you or give me a specific compliment.
- (Team Member)** In my review, make a list of positives regarding what you like about how I am doing.
- (Team Member)** Give our department / team a group compliment when we have done well.
- (All)** Send an occasional note of encouragement.
- (Colleague)** When appropriate, I would like to be recognized in front of others for work well done.
- (Supervisor)** Leave a note of encouragement for only me to see.

Actions NOT Wanted

- (Words) In front of large groups
- (Words) Group E-mails
- (Time) When it's scheduled, mandatory, and my supervisor/colleague is clearly not engaged.
- (Time) Forced training events with "trust exercises" that don't translate back to daily work life.
- (Acts) Jumping in without knowing what will help me the most.
- (Acts) When the act of service is done with a bad attitude, begrudgingly or without joy.
- (Gifts) When the gift is generic and/or everyone gets the same gift
- (Gifts) Small trinkets - key chains, water bottles
- (Physical) When the other person doesn't consider my personal boundaries.
- (Physical) When it's "patting" of any sort - I feel like I'm a pet dog or cat.

SINGLE MOST CRITICAL ACTION

tell me that I'm appreciated and doing a good job. It's nice to be reminded.



Action Items

- (Colleague)** Stay after hours to help me complete a project.
- (Team Member)** Provide extra support staff time to help me get caught up in filing and paperwork.
- (Colleague)** Ask me what you could do to help me.
- (All)** Offer to do some menial tasks that will allow me to focus on higher priorities for me.
- (Colleague)** Volunteer to do some tasks for me that I dislike doing.
- (Team Member)** Stop by and work with me on a project I need to complete.
- (Supervisor)** Have someone help me get caught up on filing, photocopying or other clerical tasks.
- (All)** Assign someone to answer the phones so that I can complete reports/tasks that require undivided attention.
- (Team Member)** When working on a time-sensitive project, protect my time from additional requests.
- (All)** Help me clean up my office or desk.
- (Supervisor)** Review/edit some written documents for me.
- (Supervisor)** Bring me/my team some food when we are working long hours.
- (Colleague)** Relieve me of some daily/weekly responsibility when I am focused

Actions NOT Wanted

- (Words) When it seems to be said for the benefit of the one saying the words, not the person who the words are about
- (Words) Statements where it is obvious that the person knows little to nothing about me or what I do.
- (Time) When it's scheduled, mandatory, and my supervisor/colleague is clearly not engaged.
- (Time) Forced training events with "trust exercises" that don't translate back to daily work life.
- (Acts) Jumping in without knowing what will help me the most.
- (Acts) When the acts of service actually impede my ability to accomplish a task fully and in a timely manner.
- (Gifts) Impractical Items: cheap gifts; useless items
- (Gifts) Plaques or certificates
- (Physical) When the other person doesn't consider my personal boundaries.
- (Physical) When the action seems forced-- the person only wants to do it for show and is insincere.

SINGLE MOST CRITICAL ACTION

help me with small tasks when cleaning up in the evenings. Being a manager is my greatest joy, but it can sometimes be overwhelming without enough help.



Action Items

- (Colleague)** Go to lunch together to talk about business issues.
- (Colleague)** Go to lunch together and not talk about business issues.
- (Team Member)** Invite me to go to lunch with a group of colleagues.
- (Colleague)** Stop by, sit down in my office and check in with me regarding how things are going.
- (Supervisor)** Call (or text) me occasionally to check in to see how I am doing.
- (All)** Hang out with me and the rest of the team over lunch or at the end of the day.
- (Colleague)** Walk together before or after work.
- (Team Member)** Go to dinner together with our spouses / significant other.
- (Supervisor)** Spend time exchanging ideas and solutions to problems and/or challenges.
- (Team Member)** Get together with colleagues to go somewhere on the weekend, like a movie, sporting event, art show, or music event.
- (Colleague)** Do a sports activity together -- biking, golf, playing basketball, etc.
- (Team Member)** Have a retreat (away from the office) for our team.
- (Supervisor)** Hang out together with friends, after work or on the weekend.
- (Team Member)** Stop by my office just to say hi and see how I'm doing.

Actions NOT Wanted

- (Words) Statements where it is obvious that the person knows little to nothing about me or what I do.
- (Words) Group E-mails
- (Time) When I am busy or under a tight deadline for a project
- (Time) When it interferes with family time/my life outside of work
- (Acts) Jumping in without knowing what will help me the most.
- (Acts) When the act of service is done with a bad attitude, begrudgingly or without joy.
- (Gifts) Small trinkets - key chains, water bottles
- (Gifts) When the gift is presented in front a lot of people
- (Physical) When the action seems forced-- the person only wants to do it for show and is insincere.
- (Physical) When it's "patting" of any sort - I feel like I'm a pet dog or cat.

SINGLE MOST CRITICAL ACTION

go to lunch with me or meet up to watch the game after work. I'm happiest with my work surroundings when we all know each other well.

Action Items

- (All)** Tickets to a football game.
- (Colleague)** Gift certificate to a restaurant.
- (Team Member)** Tickets to the symphony.
- (Team Member)** iTunes gift card.
- (Supervisor)** Take the time to find and mail me a humorous card.
- (Colleague)** Tickets to a baseball game.
- (All)** Tickets to basketball game.
- (Team Member)** Tickets to a concert.
- (Supervisor)** VISA or Amazon.com gift card.
- (Colleague)** Engraved pen with my name.
- (Colleague)** Sports memorabilia (autographed ball, jersey or picture).
- (All)** Let me work from home occasionally.
- (Team Member)** Send me a link to a humorous video, cartoon or website.
- (Team Member)** New technology to make my work more manageable.
- (Supervisor)** Gift certificate for dessert.
- (Supervisor)** Gift certificate to my favorite coffee shop.
- (All)** Candy or snacks.

Actions NOT Wanted

- (Words) Words of affirmation from someone who treats me badly but tells me "thank you," or "good job."
- (Words) Statements where it is obvious that the person knows little to nothing about me or what I do.
- (Time) When it interferes with family time/my life outside of work
- (Time) Having someone dictate what I have to do with the quality time. I would like to choose what I want to do.
- (Acts) When the act of "helping" is an implication of that person's belief I cannot do the job myself.
- (Acts) When the acts of service actually impede my ability to accomplish a task fully and in a timely manner.
- (Gifts) No thought or effort behind the gift
- (Gifts) When the gift comes with conditions that serve the giver
- (Physical) Lack of personal space awareness / Standing too close.
- (Physical) When my personal space is invaded without permission.

SINGLE MOST CRITICAL ACTION

give me small gifts. A \$5 gift card to my favorite coffee place lets me know that my work matters.



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www.appreciationatwork.com
admin@appreciationatwork.com
(316) 681-4431