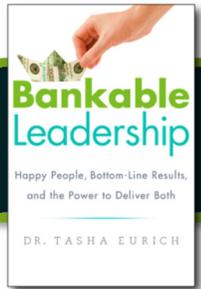


Bankable Leadership Tip Sheet #8



The Science of Entitlement-Free Appreciation

Most employees don't get the recognition they need—one DDI study found that 79% report lack of recognition as their top reason for leaving an organization. Some managers fail to show appreciation simply because they're busy—others withhold because they don't want to create a team of entitled whiners.

Bankable Leaders ceaselessly push their teams to be better *and* provide appropriate praise. Specifically, they don't blindly dole it out to everyone—recognition must be earned through effort and performance.

There are two approaches Bankable Leaders can take to provide entitlement-free appreciation:

- **Build a gratitude strategy:** Most leaders have a business strategy, but do you have a gratitude strategy?
- **Banish entitlement:** Ensure an approach where the WHO and HOW of appreciation don't create complacency.

Tips to Craft a Gratitude Strategy

Make gratitude a habit: Use a regular and easy-to-remember approach to ensure you remember to show gratitude regularly. No two approaches will be the same—the important thing is to find what works for you and make it a habit.

Tailor your expression of gratitude: No two employees will want the same kind of appreciation. Learn what actions will best recognize each employee by discussing the following questions with your employees:

- What drew you to this company, and what makes you want to stay?
- What was the most meaningful moment of recognition or appreciation you received from a leader in your career?
- What are the most satisfying types of recognition for you and why? (Here do they mention public or private recognition? Verbal or written?).

Tips to Banish Entitlement

Differentiate recognition (The Who): Don't damn everyone with equal praise. Make sure that you differentiate recognition between average and top performers, and avoid a "peanut butter" approach at all costs. Consider establishing prestigious and selective rewards that only the highest performers win. The perception of scarcity will drive improvement.

Make team recognition creative and unpredictable (The How): Employees are less likely to expect—or feel entitled to—appreciation that's not predictable. So try to vary the timing and type of rewards you provide to your team for their effort and performance.

More resources available at www.BankableLeadership.com

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