

DART Training For Managers

Manager's Toolkit items

1. Books:

1. Diversity, Equity, and Inclusion in Advancement

by Angelique Grant, Roland J. Schiller

2. Dare to Lead

by Brené Brown

3. Love 'Em or Lose 'Em

by Beverly Kaye and Sharon Jordan-Evans

2. DAR kudos cards and thank you notes

3. Tips on how to write an effective thank you note

4. Recognition Coupons to share with your Staff

5. Recognition ideas

6. DAR Guidelines for Recognizing Work & Life Events

7. Q12 Engagement Guide for Managers



RETENTION RESOURCE BAG

As a manager, your role as coach, cheerleader, motivator, and mentor is a key component in your staff's performance and engagement in their role at DAR. We have put together this resource bag for you so that you can proactively provide positive feedback to staff in ways that are effective and no or low cost. This bag contains:

1. **Diversity, Equity, and Inclusion in Advancement**
by Angelique Grant, Roland J. Schiller
2. **Dare to Lead**
by Brené Brown
3. **Love 'Em or Lose 'Em**
by Beverly Kaye and Sharon Jordan-Evans
4. **DAR kudos cards and thank you notes**
5. **Tips on how to write an effective thank you note and why it's important**
6. **Recognition Coupons to Share with your Staff**
7. **Recognition ideas**
8. **DAR Guidelines for Recognizing Work & Life Events**
9. **Q12 Engagement Guide for Managers (with recommended best practices)**

We have a first-rate team and we want to retain them. As you look through these items, we hope you are thinking of how you can implement some of these ideas and help your staff feel appreciated, valued, and inspired.

We look forward to providing more ideas for you and we welcome your input. We'll also be checking in to see if you're finding these resources helpful. Good luck!

Tips and Tricks to Recognize Staff

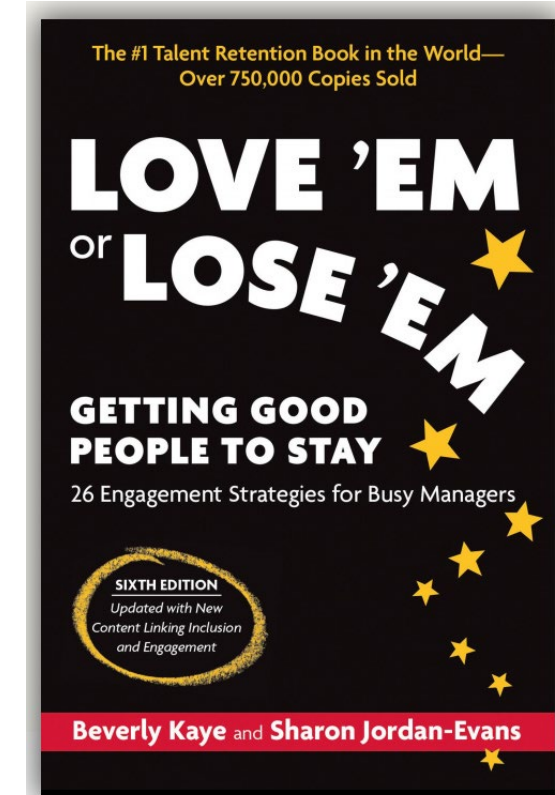
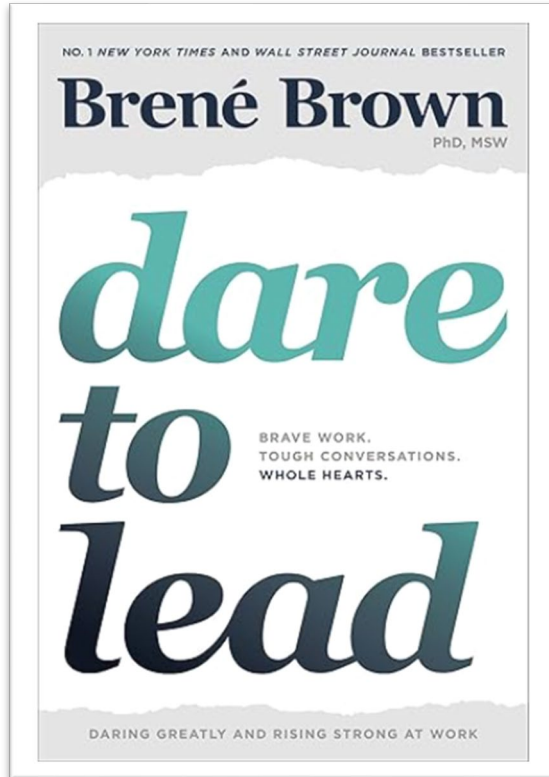
Please use these coupons as an extra recognition gesture. Keep in mind, that they should be given with a sincere thank you, too. We trust you your good judgment to distribute these thoughtfully.

- Sleep-in Morning Coupon- Coupon reads- "see you at noon!"
- Extended Lunch Coupon- Redeemable on any day
- Go Home Early Coupon
- A Floating Holiday Coupon – this one is for something very special!
- Personalized Thank-You letter or email and for employee, cc'ed to Senior leadership
- Ask your staff to complete the Recognition Profile and learn about what is a meaningful recognition for them

More Resources

As you participate in the DART for Managers Training, we'll be sharing "learning resources" which may be articles, podcasts, books, and other suggestions for you to continue your learning. The STM team also has a library of books that you may find helpful – stop by Amy or Michael's space to find out more. Also, don't forget to check out the CASE Library and other available resources online, such as Harvard Business Review. We would love to hear any and all suggestions for material that we can share.

1. Books



2. DAR Kudos Card and Thank You Notes



Thank you - ευχαριστώ - Mahalo - ありがとう - धन्यवाद - Dziękuję - תודה - Danke - 唔該

Thank you for:

To: _____

From: _____

Date: _____

Kiitos - Grazie - 고맙습니다 - Спасибо - Cám ơn - ありがとう
 - Teşekkür ederim - شكرا - Merci - Дзякуе - Gracias
 Salamat - ၁၀၅၅၆၆ - Dėkuji - Takk - Obrigado - សុំអរគុណ - Mulțumesc - धन्यवाद - Dankie



3. Tips on How To Write a Thank You Note and Why It's Important

THANK YOU NOTES 101

In the advancement world, we know the power of effective stewardship and thanking people in the most meaningful and strategic way. Our staff should be stewarded with the same thoughtful and effective approach. The power of a personal “thank you” that is meaningful, heartfelt, and specific is extremely effective and costs nothing more than your time and inspiration.

We have put together a few tips and examples for you to get started. Please note that while a handwritten note is very effective, a well-crafted email also goes a long way, especially when you copy a key colleague or partner.

- **For a handwritten note, use stationery:** High quality or themed cards that would appeal to the recipient, with complementary envelopes look nice, and are appreciated.
- **Personalize it:** Not just in the personalized stationery, but in what you actually say. If the person has done something really fantastic, be specific when telling them what you appreciate and why.
- **Take your time:** An illegible note won't do much good and neither will one with scratch marks all over it. Use a nice, fine point pen, so the ink won't bleed or smudge. Traditionally, thank you notes are written in cursive. Sometimes this can look like a mess if your cursive is not up-to-par, so use your best judgment and do what you think looks best.
- **Send thanks for trivial things:** Why not? Whether it's for a well-handled meeting or for a professional or personal accomplishment, a hand-written note is the best way to show your appreciation.



Note Starters













- I wanted to let you know that having you on our team makes all the difference...
- Thank you for being a dedicated and valuable employee...
- Thank you for always going the extra mile for our team...
- We have been so busy lately, but I want to take the time to tell you how much we appreciate the hard work you have done...
- Whatever the task, you always seem to get it done. I just want you to know that it has been noticed....

Here are some internet resources to help guide you.

- <http://www.mannersmith.com/sites>
- <http://www.forbes.com/sites/victorlipman/2013/03/18/5-easy-ways-to-motivate-and-demotivate-employees/>

4. Recognition Coupons to share with Staff

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to ONE MORNING'S LATE SLEEPING!</p>  <p>See you at noon!</p> |  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to ONE MORNING'S LATE SLEEPING!</p>  <p>See you at noon!</p> |
|  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to ONE EXTENDED LUNCH!</p>  <p>Enjoy Lunch!</p> |  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to ONE EXTENDED LUNCH!</p>  <p>Enjoy Lunch!</p> |
|  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to ONE HOME EARLY EVENING!</p>  <p>Go home early!</p> |  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to ONE HOME EARLY EVENING!</p>  <p>Go home early!</p> |

| | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to one floating holiday, also known as: A DAY OFF!</p>  <p>Thanks for all your hard work!</p> |  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to one floating holiday, also known as: A DAY OFF!</p>  <p>Thanks for all your hard work!</p> |
|  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to one floating holiday, also known as: A DAY OFF!</p>  <p>Thanks for all your hard work!</p> |  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to one floating holiday, also known as: A DAY OFF!</p>  <p>Thanks for all your hard work!</p> |
|  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to one floating holiday, also known as: A DAY OFF!</p>  <p>Thanks for all your hard work!</p> |  <p>DAR Staff Reward Coupon</p> <p>This coupon entitles the bearer to one floating holiday, also known as: A DAY OFF!</p>  <p>Thanks for all your hard work!</p> |

5. Recognition Ideas

Employee Recognition Ideas

Gallup's research shows that employees who are engaged: work with passion, are more fulfilled, and perform consistently at high levels. Additionally, they found that engaged employees exert more discretionary effort on the job, regularly go above job expectations, and are more productive, profitable, and customer-focused. Institutes with a solid strategy to recognize team members enjoy stronger engagement, increased employee morale, better customer service, and lower turnover. Acknowledging achievement can have serious ROI – to the tune of 50% higher productivity and as much as 20% increase in business outcomes.

Over the past few years, Development & Alumni Relations has participated in the Q12 Employee Engagement survey and the results show that recognition (Q4* result in 2021 was 3.87 out of 5) has room for improvement.

**Recognition: Q4 - In the last seven days, I have received recognition or praise for doing good work.*

Below several ideas on how managers can recognize their employees no cost - or create your own idea!

1. Post a thank you note on an employee's door or cubicle.
2. Take time to explain to new employees the norms and cultures of your department.
3. Give special assignments to people who show initiative.
4. Arrange for a team to present the results of its efforts to upper management.
5. Encourage and recognize staff who pursue continuing education.
6. Acknowledge individual achievements by using employee's name when preparing a status report.
7. Make a thank-you card by hand.
8. Establish a place to display memos, posters, photos, and so on, recognizing progress towards goals and thanking individual employees for their help.
9. Swap a task with an employee for the day- his/her choice.
10. Establish a "Behind the Scenes" award specifically for those whose actions are not usually in the limelight.
11. Present "State of the Department" reports periodically to your employees acknowledging the work and contributions of the individuals and teams.
12. Recognize employees who actively serve the community.
13. Include an employee in a "special meeting."
14. Allow employees to attend meetings in your place when you are not available.
15. Ask your boss to attend a meeting with your employees during which you thank individuals and groups for their specific contributions.

6. DAR Guidelines for Recognizing Work & Life Events



DAR Guidelines for Recognizing Work & Life Events

Recognition and celebration are an important part of DAR culture. In an effort to be an equitable organization and have consistency across DAR, these budget guidelines provide clarity regarding recognizing work/life related events.

Work/Life Events

In general, your supervisor should approve anything that involves the DAR budget. Life-related events are shared within teams, not announced to everyone to respect the privacy of the individual. Please see the STM team if you have any questions.

Please keep in mind, per DAR policy, gift cards and gift certificates for individuals are not an allowable expense.

Life-Related Recognition:

- Birthday
 - Staff-funded
- Getting married ([BU HR Policy](#))
 - Staff-funded
- Becoming a parent ([BU HR Policy](#))
 - Staff-funded
- Condolences for death in the immediate family ([BU HR policy](#))
 - Immediate family members are the employee's spouse, parents, parents-in-law, sons-in-law, daughters-in-law, grandparents, grandchildren, brothers, sisters, children, and members of the same household.
 - Flowers or donation up to \$60
 - DAR-funded
- Condolences for death of a pet
 - Recognition or bereavement time at manager discretion
 - DAR-funded
- Serious illness/hospitalization of a DAR team member
 - Flowers /other wellness gift up to \$60
 - DAR-funded
- Education milestones (certification, degree, master)
 - Recognition at All-Staff
 - Staff-funded celebrations/gifts



Work-Related Recognition:

- Onboarding and offboarding meals
 - This meal may be a breakfast, lunch, or snack
 - DAR-funded not to exceed \$25 per person (no alcohol)
 - New and departing staff recognized at Hail & Farewell
- Significant achievements
 - SVP/SLT approval, including budget for any recognition lunch or gift
 - All-Staff recognition when appropriate
 - DAR-funded
- Celebrating/Recognizing Promotions
 - Staff recognized at All-Staff and via email announcement
- Work Anniversaries
 - DAR recognition via All-Staff and email
 - BU HR recognition for 10 and 25 years.
- Retirement
 - BU HR recognition (10+ years of service)
 - DAR or team recognition (depending on years of service)
 - DAR- Funded. SVP/SLT approval including budget
- Holiday Meal/Gathering
 - SLT approval/Departmental budget (suggested \$25 per person)
 - BU Holiday Party
 - DAR Holiday Party
 - DAR-funded
- Holiday Gifts
 - Staff-funded

DAR Budget Guidelines for Recognizing Work/Life Events

| Work/Life Events | Staff Funded | BU/DAR Funded |
|------------------------------------------------------|--------------|---------------|
| Birthdays | X | |
| Getting married | X | |
| Becoming a parent | X | |
| Education milestones | X | |
| Holiday Gifts | X | |
| Condolences for death in the immediate family | | X |
| Condolences for death of a pet | | X |
| Serious illness/hospitalization of a DAR team member | | X |
| Onboarding/offboarding breakfast, lunch, or snack | | X |
| Significant Achievements | | X |
| Retirement | | X |
| Holiday Meal/Gathering | | X |

7. Gallup Q12 Guide for Managers

| | | |
|-------------------------------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------------------------------|
|  | GROWTH <i>How Do I Grow?</i> | Challenge me Help me review my contributions |
|  | TEAMWORK <i>Do I Belong?</i> | Help me build mutual trust Help me feel proud Help me see my importance Hear me |
|  | INDIVIDUAL CONTRIBUTION <i>What Do I Give?</i> | Help me grow Care about me Help me see my value Know me |
|  | BASIC NEEDS? <i>What Do I Get?</i> | Free me from unnecessary stress Focus me |