

THE WRIGHT PATH TO 2025

PRIDE • TRANSFORMATION • POTENTIAL

Group Homework 2

Develop Goals and Objectives

Task 6: Welcome New Members

During the last two weeks, most groups have been recruiting additional members. In this task, you should **welcome new members**, make sure that you know the level of commitment each member can offer, and update the information about each member of your group. You may also want to discuss if any additional perspectives are needed for your initiative.

Suggested steps:

1. Make sure that you spend time introducing yourselves to one another. Be intentional about this step. Answer the following questions with one another:
 - Who are you?
 - What perspective do you bring to the group?
 - What do you hope to contribute to the group?
2. Clarify the roles that each member of the group will play. The following three are the key options we will track on the steering committee.
 - **Coordinator:** Manages the communications among members of the group and ensures that all deliverables are submitted on time.
 - **Core Member:** Sees this group as a primary commitment for strategic planning. Offers significant help to accomplish the group's tasks.
 - **Supporting Member:** Wants to help this group, but may have a core group commitment to another group or other responsibilities that preclude significant engagement in the group's work. Will pitch in when able.
3. Review the web-space for your initiative on the strategic planning website. Look at the information, the links, and the resources that are available on this site. Discuss how best to use and update this space.
4. By June 8, the coordinators should work with Mike Wiehe to update all the contact and role information for each member on the group's website.

Task 7: Draft an Objective Statement for Each Link to an Area of Strategic Focus

In task 2, you proposed links between your aspiration statement and the areas of strategic focus. In this task, you should now craft statements for each link, succinctly describing how your initiative will create an impact for that area of focus.

Suggested Steps:

1. Appoint one person to manage this task.

2. Read the descriptions of the areas of strategic focus in Appendix A. (Please note that these are a work in progress – your feedback on them is welcome!)
 - Research, Innovation, and Entrepreneurship
 - Strategic Relationships and Partnerships
 - Teaching, Learning, and Programming
 - The Wright State Experience (Culture)
 - Collaborative Delivery of Services
3. Divide into subgroups, with each sub-group working on one link.
4. In your sub-groups, craft an objective statement that describes the impact that your initiative should create for this area of focus. You should strive to make the statement –
 - **succinct**, no more than a sentence.
 - **specific**, describing a concrete change that will occur through your initiative.
 - **bold**, challenging us to think outside the box.
 - **inspiring**, motivating people to move to action.
5. Share your statements within your sub-groups. Give and receive feedback on all the objectives statements from your group. Make revisions as needed.
6. Make these statements available to Mike Wiehe (Michael.wiehe@wright.edu) and David Bright (david.bright@wright.edu) by June 8.

Task 8: Refine your Aspiration Statement

During Mini Summit 2, your group will present and receive feedback on your current aspiration statement.

1. Based on this feedback, revise your aspiration statement for inclusion in the strategic plan.
2. Make this version of your aspiration statement available to Mike Wiehe (Michael.wiehe@wright.edu) and David Bright (david.bright@wright.edu) by June 8.

Task 9: Individually Brainstorm Potential Actions for Your Initiative

In this task, you will have the opportunity to think together about the many potential actions for your initiative. This task should require considerable thought. Your goal is to be innovative and to NOT be constrained by a conventional way of thinking. This exercise will expose you to ideas from many other organizations as a way of prompting possibilities about what we might do here at Wright State University.

Suggested steps:

1. Complete the exercise in Appendix B.
2. Bring the results (e.g. 3-5 action ideas) to the next summit.

Appendix A: Areas of Strategic Focus

An area of strategic focus defines a high priority for university activity. The five areas outlined below were derived from the ideas about strategic initiatives that emerged at the Stakeholder Summit held March 2018. Please note that *the language describing each area of focus is intended to spawn more work and conversation*. The items appear in alphabetic order, and do not represent any implied prioritization of importance.

Collaborative Delivery of Services

This area of focus will help us develop and refine a service-oriented culture of collaboration. We have a shared responsibility to exercise principled stewardship over the university's resources, and we need to establish strong connections across business and academic units, finding process improvements and efficiencies that help us work more effectively together to deliver high quality services.

Example initiatives might help us:

- Align university resources to support the shared strategic plan.
- Develop a common vision of high quality service.
- Improve the flow of information inside and between units, and up and down the organization, through integrated processes.
- Leverage technology to create a seamless digital experience for all constituents.
- Provide meaningful professional development for staff and faculty to support their capacity to deliver high quality service.

Research, Innovation, and Entrepreneurship

This area of focus will help us develop and strengthen our focus on research, innovation entrepreneurship, and all forms of scholarly and creative activity. We need to develop a research environment that maximizes knowledge creation, dissemination and application regionally and globally.

Successful initiatives in this area should help us:

- Clearly define what it means to us to be a national research university.
- Broaden the number of students who participate in meaningful research activities.
- Elevate innovation and entrepreneurship as highly valued activities, potentially on par with research and teaching.
- Bring the benefits of internationally respected research and scholarship to the region.

Strategic Relationships and Partnerships

This area of strategic focus will help us purposefully strengthen and extend relationships with alumni, as well as our partnerships with local, government, and international organizations to

benefit the institution and the communities we serve. This focus should lead a stronger interaction between Wright State, our region and the world.

Initiatives that address this focus should help us:

- Build and draw on the strengths of our Wright State University alumni.
- Become a top choice for military students in Ohio and the Midwest.
- Provide a globally relevant university experience for all our students.
- Be seen as integral to the economic, social, and intellectual fabric of the communities we serve.
- Be more strategic and intentional in shaping our partnerships and using our internal human resources to strengthen relationships and partnerships.

Teaching, Learning, and Programming

This strategic area will refine and expand the opportunities for students to discover, experience and realize their full potential.

Example initiatives might help us:

- Create an environment that supports the development of sustainable, innovative, interdisciplinary academic programming.
- Refine and develop the resources and expertise required to expand innovative, high quality, online education.
- Increase the opportunities for providing and recognizing meaningful experiential learning for all students.

The Wright State Experience

This area of strategic focus will help us further develop a supportive, engaging social environment for all students, faculty, staff, alumni and university participants. If we do this well, we will clearly establish the basis for taking pride in the university and all that it represents.

Initiatives that address this focus should help us:

- Develop an integrated, customized care model of academic and student support.
- Provide a student-centered university experience that fosters innovation and inclusivity, and that supports the development of the whole person.
- Create an employment environment that attracts, develops, and retains the best and brightest staff and faculty
- Infuse deliberate, genuine considerations of diversity and inclusion in the decisions that shape the culture of the identity of the university.

Appendix B: The Positive Idea Generator

This exercise aims to inspire new thinking and ideas about the possibilities associated with each of the strategic initiatives.¹

Step 1: Read again the refined aspiration statement for your group. You will want to have this statement in your mind when you do Step 2.

Step 2: The attached pages contain a list of 100 innovative practices that come from a wide variety of organizations.

- Selectively read the 100 ideas. Feel free to read only those that seem relevant to your aspiration statement.
- Using a 1-10 scale, indicate your interest in the idea or the relevance of the idea to your strategic initiative.

Step 3: Based on your ratings, select the top 6-8 ideas that are of most interest to you. Re-read these ideas. As you read, consider this question: What might we do at Wright State that is similar in any way to these ideas? What actions or steps will make the biggest difference toward addressing the goals of the strategic plan?

Step 4: Write your own ideas of strategic actions that could be taken as part of your group's strategic initiative. List up to four tangible actions. These actions might be variations on the ideas that have come from your review of the ideas. They may be new ideas that are inspired by other conversations.

Briefly label and describe the actions in the spaces that follow.

Action 1 Headline:

Description:

¹ This exercise has been adapted with permission from the text *The Positive Organization* (2015) by Dr. Robert Quinn of the University of Michigan.

Action 2 Headline:

Description:

Action 3 Headline:

Description

Action 4 Headline:

Description

Step Three

The Positive Organization Generator

Reviewing Positive Practices

Here you will find over 100 unusual, positive practices from real organizations. The practices have been categorized by the five levers in this book. Using your vision as a guide, you can select which of the categories you'd like to review first. Feel free to review only those categories that directly connect to your vision (or to go through all of them). Do not dwell on any items, simply record your first response by writing the number that best reflects your level of interest in the practice in the left-hand column.

CREATING A SENSE OF PURPOSE

Based on the following scale, indicate your interest in each of these practices.

Uninterested 1 2 3 4 5 6 7 8 9 10 Interested

1. ____ Tangible Vision: Microsoft's vision is: "A personal computer in every home running Microsoft software." This simple, concrete, visual statement allows every employee to continually link their work back to a common and understandable aspiration.¹
2. ____ Looking Ahead: Ford holds a Business Plan Review meeting. The global business environment is monitored at many levels, so everyone is looking ahead at developing trends and has a shared understanding of what might happen, particularly to customers.²
3. ____ Higher Purpose: Cascade Engineering has a purpose beyond profit. In one case, they greatly persevered in learning how to turn state and federal aid recipients into employees. This has been recognized by the White House, and the company now reaps unforeseen benefits.³
4. ____ Higher Values: Chipotle put a new emphasis on the humane raising of livestock and the employment of organic produce. This has increased revenue for suppliers and satisfaction for health-conscious consumers. Competitive advantage rose, and profits went into double digits.⁴

5. ____ Allowing Project Selection: At Facebook, new employees go through a seven-week boot camp. In the process, they learn of new projects that are about to start, and they are free to choose which one they want to work on. They are placed on the project whether there is room for them or not.⁵
6. ____ Community Service Week: Every year, FedEx employees participate in the FedEx Cares Program. Employees spend a week as volunteers in some form of community development. This increases personal and collective meaning and builds stronger ties to the community.⁶
7. ____ Global Service: IBM hosts a Smarter Cities Challenge program in which the company sends teams of employees around the world to help address community issues. Employees are strongly in favor of the program and often express that it is one of the most rewarding experiences of their career.⁷
8. ____ Shared Purpose: Deloitte has a recognition program centered on the company's mission. When employees are recognized, their accomplishments are linked back to some aspect of the desired collective outcomes. This creates a culture that supports shared purposes.⁸
9. ____ Profit Sharing: Assurance Agency has a profit sharing program based on the achievement of four goals. Two are financial and two are cultural. It is clear to all that both performance and values matter.⁹
10. ____ Selection on Purpose: In searching for employees, The Motley Fool looks for people of purpose, who are willing to learn and are unafraid to fail publicly.¹⁰

NURTURING AUTHENTIC CONVERSATIONS

Based on the following scale, indicate your interest in each of these practices.

Uninterested 1 2 3 4 5 6 7 8 9 10 Interested

11. ____ Quality Feedback: Ernst & Young did an analysis of their highest performing departments. The commonality was quality feedback. They worked on improving the quality of feedback to all employees, and engagement increased dramatically.¹¹

12. ____ Authentic Customer Relations: Kimpton Hotels seeks to create authentic relationships among employees and between employees and guests by encouraging employees to show up and be who they really are. They are trained to celebrate their differences.¹²
13. ____ Open Book Finance: At Zingerman's, employees are trained in open book finance so everyone has the full financial picture and knows how they can best help the company succeed financially.¹³
14. ____ Rumor Game: The Scooter Store plays the "Rumor Game" during company rallies. The CEO asks employees to raise a recently circulating rumor that they would like to know the truth about. He rewards volunteers with gifts.¹⁴
15. ____ Postmortems: DreamWorks seeks to learn from mistakes, encourages risk-taking, and fosters innovation. The company carries out "postmortems" to learn from the past and prevent the repeat of mistakes. The focus is on improving processes, not people.¹⁵
16. ____ Learning Versus Blame: In seeking to build a culture of safety, Pacific Gas and Electric turned their focus from placing blame to a positive focus on learning and improvement. Employees began to step forward, sharing and learning from mistakes.¹⁶
17. ____ Culture Councils: At Quantum Health, councils on the culture are held twice a year. A nonmanager facilitates a small meeting. The people frankly discuss and evaluate issues about their culture and values.¹⁷
18. ____ Journals and Values: At Customlink, new employees are given journals. They are asked to record instances when company values are enacted and also questions they might have. At the end of the month, they meet and discuss how to live company values.¹⁸
19. ____ Whistle Blowing Hotline: Xerox has a strong internal whistleblower program with a 24/7 multilingual global hotline. This prevents the buildup of unethical practices and reassures employees of the company's commitment to their well-being.¹⁹
20. ____ Letters to Loved Ones: At Pepsico, the CEO writes letters to the spouses and parents of her people and identifies the wonderful contributions they have made in the past year.²⁰

SEEING POSSIBILITY

Based on the following scale, indicate your interest in each of these practices.

Uninterested 1 2 3 4 5 6 7 8 9 10 Interested

21. ____ Outside Thought Leaders: Kimberly-Clark understands the value of learning from other organizations. They recruit a group of "thought leaders" from other companies and from universities and think tanks for one day per year to collaborate and join in innovative dialogue.²¹
22. ____ Creating Purpose and Passion: To unify the VW brand, the CMO learned German; interviewed 100 staff; traveled the globe to discover shared, key points of pride; used wide involvement to create a centralized brand; and tied it to the points of pride.²²
23. ____ Paradigm Change: Walgreens moved beyond the drugstore concept. This was accomplished through a 12-week "Well Experience" Field Training effort that includes a simulated store and innovative training techniques. After the training, customer satisfaction went up.²³
24. ____ Global Excellence: IKEA works to have high standards globally. If, for example, there is a demanding new law passed in one country, stores and suppliers in all countries comply.²⁴
25. ____ Open Innovation: Medtronic engages in an "open innovation" strategy. They invite and facilitate contributions from companies, customers, and universities to help solve problems and assist in generating products. They even created a web portal to encourage the process.²⁵
26. ____ External Sharing-Learning: The Motley Fool is an investment firm that holds a monthly Workplace Foolosophy Tour. Outsiders learn of the practices that support the positive culture. The visitors are also invited to share their ideas.²⁶
27. ____ Spreading Excellence: Humana employs three people with the responsibility to visit all areas, look for excellence, and then find ways to move the patterns of excellence across the company.²⁷
28. ____ Cross Silo Sharing: At Plains All American Pipeline, employees make occasional "day in the life" presentations that allow

colleagues from different departments a glimpse into the work of a separate division.²⁸

29. ____ Crossing the Bridge: At DaVita, executives use many “traditions and symbols” to facilitate organizational change. For example, as a new employee begins to believe in the values of the company, the employee is recognized and celebrated for having “crossed the bridge.”²⁹
30. ____ Accelerator Experiences: Procter & Gamble puts future leaders into small businesses with great strategic potential. They seek to make the experience as discontinuous as possible so as to accelerate learning and growth.³⁰

EMBRACING THE COMMON GOOD

Based on the following scale, indicate your interest in each of these practices.

Uninterested 1 2 3 4 5 6 7 8 9 10 Interested

31. ____ Pursuing the Highest Good: Whole Foods has a Declaration of Interdependence. The objective is to align and pursue the best interests of all stakeholders so everyone wins all the time.³¹
32. ____ Productivity Games: The German software company SAP uses games to keep the atmosphere upbeat and productive. The game “SAP Vampire Hunt” encourages employees to identify energy wasters; in return, they earn points and save energy for the company.³²
33. ____ Caring for the Whole: Robert W. Baird & Co. has a “no assholes policy.” They value doing things the “right way, all the time,” and they have extreme on-boarding and mentoring policies designed to socialize people into their highly cohesive and caring culture.³³
34. ____ Ego Management: At Goldman Sachs, first-person singular is only used to describe a mistake and not accomplishments. For example, instead of using “I,” a banker would say “We secured a big trade.” This “pronoun education” puts an emphasis on teamwork and ego management.³⁴
35. ____ Shaping the Future Together: At Conductor, everyone gets to help shape the future. Once a year, all employees spend a day in self-

organized teams. It is called Hack Day. The teams develop ideas to improve the product, their office, or the company as a whole.³⁵

36. ____ Mentor Recognition: Accenture’s People Developer department allows promoted employees to name colleagues who helped them along the way, and the efforts of these helpers are recognized by company leaders.³⁶
37. ____ Participation in Big Moments: Cirque du Soleil wants every person to “feel the magic” of creating the ultimate show. So, at the start of every new show, all employees are invited to participate in raising the big top.³⁷
38. ____ Weekly Celebrations: MindValley is a digital publishing firm. They hold a weekly meeting called the Awesomeness Report. With music playing, they celebrate the accomplishments of the past week and build off the enthusiasm to establish big goals for the coming week.³⁸
39. ____ Making the Mission Real: Toms is a shoe company with a social mission. They give shoes away in 28 countries where having shoes helps prevent a number of diseases. After employees have worked for Toms for a year, they are invited to go to other countries and help distribute shoes. Doing so makes the company’s mission and values real.³⁹
40. ____ Positive Tickets: In Richmond, Canada, the Mounted Police addressed a spiraling youth crime rate with a novel idea—giving “positive tickets” to youth they discovered doing a good thing for the community; these tickets entitled them to free entry at the movies or a youth center. Crime statistics were greatly reduced.⁴⁰

TRUSTING THE EMERGENT PROCESS

Based on the following scale, indicate your interest in each of these practices.

Uninterested 1 2 3 4 5 6 7 8 9 10 Interested

41. ____ Eliminating Bureaucracy: Instead of giving new employees a handbook of policies, Quicken Loans seeks out their ideas on how the business could run better. They deemphasize bureaucracy and encourage empowerment.⁴¹

42. _____ Servant Leadership: People at The Motley Fool refer to the organization as a “low-rarchy.” This is a reminder that everyone is a leader and senior people exist to serve the needs of their associates throughout the organization.⁴²
43. _____ Idea Market: Rite-Solutions puts new product ideas into an internal marketplace. Each idea begins trading at \$10. Each employee has \$10,000 of play money to invest. Employees can also sign up to work on a proposed project. If an idea turns into a real product, play money can be redeemed for cash.⁴³
44. _____ Decentralization of Innovation: Amazon seeks to decentralize innovation. All new job candidates are asked what they have invented. Most employees are given innovation challenges. Teams are taught how to experiment and create.⁴⁴
45. _____ Job Crafting: At Burt’s Bees, employees are encouraged to rewrite their job descriptions to better fit their personal motives and strengths.⁴⁵
46. _____ Shared Business Plan: SC Johnson trusts every employee with a 50-page overview of their business objectives and personalizes each copy with the employee’s name.⁴⁶
47. _____ Leader Selection: A primary reason people leave companies is dissatisfaction with supervision. At W. L. Gore and Associates, units are comprised of approximately 10 people, and leaders are elected from within the team.⁴⁷
48. _____ Culture Fit: Instead of carrying out performance evaluations, managers at Zappos do culture assessments and give employees feedback on how they fit within the culture and can better support it.⁴⁸
49. _____ Vacation Time: Talent Plus is a consulting firm that emphasizes trust over control. There is no limit on vacation time, and associates are encouraged to take days as needed. Most people take no more than 10 days.⁴⁹
50. _____ Creative Conversations: Salesforce encourages dialogue about ideas. Employees are awarded points for producing an idea, commenting on another’s, or receiving a comment on theirs. Meaningful ideas and contributions are rewarded.⁵⁰

ADDITIONAL POSITIVE PRACTICES

Based on the following scale, indicate your interest in each of these practices.

Uninterested 1 2 3 4 5 6 7 8 9 10 Interested

- 2-1. _____ Diversity Appreciation: Marriott International recognizes the importance of diversity. The company hosts an Associate Appreciation Week, in which a day is used to appreciate cultures and backgrounds of employees.⁵¹
- 2-2. _____ Culture Service Training: Zappos is a culture-focused company. They give new employees five weeks of training on things like core values and customer service.⁵²
- 2-3. _____ Space Design: At CBRE in Los Angeles, no workspaces are assigned to individuals. People select from 15 different kinds of space designs to fit the needs of the moment.⁵³
- 2-4. _____ Career Banding: Mercedes Benz uses career banding—a strategy that consolidates narrow job grades into fewer bands with wider salary ranges. This facilitates cross-training and career movement within the company, and presents employees with new opportunities, as well.⁵⁴
- 2-5. _____ Fun: Make-A-Wish Foundation is serious about fun. The CEO is the “Fairy Godmother of Wishes.” Meetings have candied themes, and the office is full of toys.⁵⁵
- 2-6. _____ Spot Bonuses: At NetApp, exceptional individual or team performance is rewarded with a “spot” bonus. The process has a positive effect, and the number of bonuses has increased from year to year.⁵⁶
- 2-7. _____ Profitability Training: Keller Williams Realty has a training program for agents to increase profitability. For seven weeks, there is intense pursuit of leads and business growth opportunities. There is continuous emphasis on mindset, language, and techniques and big results. Graduates of this program increased their closed transactions by 50 percent and increased their income by 114 percent.⁵⁷
- 2-8. _____ Focus on Customer Satisfaction: Prudential Real Estate has shifted its client satisfaction data. They put less emphasis on

low scores and focus instead on high scores and what they can learn from satisfied customers. As a result, both employee and customer satisfaction scores have increased.⁵⁸

- 2-9. ____ Team Camps: Hilti Corporation continually immerses employees in the company culture. They hold “Team Camps” every 12 to 18 months, and employees attend the camps in a location away from their office. They focus on teamwork and core values.⁵⁹
- 2-10. ____ Pay to Quit: Amazon has a “Pay to Quit” policy. The objective is to make it easier for uncommitted people to leave. People are offered \$2,000 to leave the first year, and the amount goes up to \$5,000 in the fourth year.⁶⁰
- 2-11. ____ Living Close to Work: At the Motley Fool, they adopted a value that every employee should make enough to afford to live close to the place of employment. This led them to increase the pay of the lowest 10 percent.⁶¹
- 2-12. ____ Pre-Mortem Risk Evaluations: McCarthy Building Companies, a commercial contractor company, organizes “Pre-Mortem” sessions to recognize likely, high-impact risks and take proactive actions to mitigate them. Much money has been saved through this practice.⁶²
- 2-13. ____ Eliminating Waste: Mohawk Industries invested in Waste Stream Management Training to eliminate all waste from manufacturing facilities. The program has saved the company millions of dollars and now extends to other recyclables.⁶³
- 2-14. ____ Skill Recognition Levels: La Quinta is passionate about having clean hotel rooms. It has developed a Heart of the House certification program with various “belts,” much like in martial arts. As skills improve, employees get higher degree belts.⁶⁴
- 2-15. ____ Updates on Strategy: The CEO of Twitter provides constant updates on the strategy and progress of the company so all employees are fully informed as to where the organization is headed.⁶⁵
- 2-16. ____ Book Club: Mercedes Benz Financial Services has a book club. Executives discuss how a book has influenced their career or life. This contributes to both professional development and relationship building.⁶⁶
- 2-17. ____ Skip-Level Meetings: Intel focuses on being open and approachable to employees. Management actively carries out “Skip-Level One on Ones” to hear the opinions of staff and work to actively address those issues.⁶⁷
- 2-18. ____ Weekly Video: At New York Life Insurance, the CEO distributes a weekly video. It updates people on key recent activities and offers encouragement on the week ahead.⁶⁸
- 2-19. ____ Making Values Real: Prologis specifies six core values and is particularly careful to live them during the worst of times. Such integrity makes the values real. People begin to believe in them and live by them. It gives rise to a culture of commitment.⁶⁹
- 2-20. ____ Transformation: Sonic Automotive has changed car buying. Employees empower customers to own the process. Stressful negotiations are eliminated. Customers are given accurate data, and pricing is based on the data. Market share is increasing.⁷⁰
- 2-21. ____ Genuine People Investing: Starbucks has rolled out a “Starbucks College Achievement Plan” that provides employees a financial incentive to obtain a college degree. This is a genuine investment in its people, and employees are not required to remain with the company after completing their education.⁷¹
- 2-22. ____ Peer Recognition: At Wegmans Food Markets, employees are able to recognize and reward one another with gift cards paid for by the company.⁷²
- 2-23. ____ Learning from the Past: Toyota has a robust mentorship system within the company, even for top-level executives. Current company executives are paired with retired ones, and this helps upper management learn from the past and better plan for the future.⁷³
- 2-24. ____ Customer Retention: If Zappos is out of a desired product, employees help customers obtain the product from a competitor. This surprising level of service contributes to high customer retention.⁷⁴
- 2-25. ____ Celebrate Retirees: SC Johnson makes a point to celebrate retirees. Each one receives an Award of Appreciation and a special celebration is held. They receive lifetime medical and dental benefits, and have lifetime access to company facilities.⁷⁵

- 2-26. ____ A Central Culture Symbol: Plante Moran believes they can win by having a uniquely caring culture. The central concept is the golden rule, and every employee has a golden ruler on their desk.⁷⁶
- 2-27. ____ Empowerment: Intel puts emphasis on safety. The value is so strong, employees feel empowered to stop the flow of work if they feel something is unsafe or unclear.⁷⁷
- 2-28. ____ Gratitude Wall: The City of Ballarat in Victoria, Australia, maintains a Gratitude Wall. Employees' record their appreciation for the things they value in their personal and professional lives.⁷⁸
- 2-29. ____ Board Representation: The Neutral Zone is a highly successful program for youth in Ann Arbor, MI. The 29-person board includes 13 youth who have full involvement in and influence on high-level decisions. They are treated like adults.⁷⁹
- 2-30. ____ Cocreation: At Menlo Innovations Software Factory, all programming is done in pairs. This unusual practice of cocreating software promotes an energized learning culture, and many benefits accrue.⁸⁰
- 2-31. ____ Work-Life Balance: American Express encourages work-life balance. Many associates work from home, and the additional flexibility in their schedule has allowed them to dedicate themselves fully in both their personal and work lives.⁸¹
- 2-32. ____ Red Zone Reports: The Boston Consulting Group advocates work-life balance. They issue "red zone" reports to identify employees who have registered too many hours on a given project.⁸²
- 2-33. ____ Sabbaticals: Autodesk, a software developer, encourages its employees to go on sabbaticals (six weeks of paid time off every four years). This offers an opportunity to travel or spend quality time with friends and family, while simultaneously getting well-deserved rest and relaxation.⁸³
- 2-34. ____ Banking Overtime Hours: Freese and Nichols allows employees to bank their overtime hours into personal leave. This allows people to leave work to attend to things like their children's activities.⁸⁴
- 2-35. ____ Concierge Service: Bronson Healthcare sees employees as whole people, and they have a concierge service that helps employees with personal problems that may emerge during the day.⁸⁵

- 2-36. ____ Higher Pay: At Costco, employees are paid more than at peer companies. The belief is that it is more profitable to reduce turnover and stimulate productivity, commitment, and loyalty than to minimize pay.⁸⁶
- 2-37. ____ Crisis Fund: Mercy Health has an employee-generated crisis fund that people may tap into in times of financial emergency.⁸⁷
- 2-38. ____ Investing in People: When the recession hit, Ernst & Young did the opposite of other companies. They increased hiring and invested in training, engagement, and culture development. This eventually led to a 30 percent growth trajectory.⁸⁸
- 2-39. ____ Transitions: Qualcomm often does mergers and acquisitions. An employee experience team works with the newcomers to make them feel welcomed and to ease their sense of transition. They also recognize and adopt positive office traditions from the former company.⁸⁹
- 2-40. ____ Fun Bunch: Instead of having management plan bonding activities, Alliance Data Systems has a group called the "Fun Bunch"—a group of associates that take charge of team-bonding activities.⁹⁰
- 2-41. ____ Recognizing Service: Marriott has a "Spirit to Serve Award." When an associate is positively singled out by a guest, the person gets a certificate. Each time this happens, a gold bar is added to the certificate.⁹¹
- 2-42. ____ Newsletter: Accenture has an online newsletter that carries stories of employee accomplishments outside of work. Others may post their comments and messages of congratulations.⁹²
- 2-43. ____ Product Quality: At Amazon, customer service officers are able to pull a product back from sale if they have received multiple complaints from customers.⁹³
- 2-44. ____ Innovation Protection: Walmart accelerated its innovation efforts by establishing an "idea incubator" and protected the effort from the bureaucracy by locating it in Silicon Valley rather than at the headquarters in Arkansas.⁹⁴
- 2-45. ____ Peer Review: At W. L. Gore and Associates, pay and promotion is determined by peers, who rate each unit member on the impact the person made on the enterprise.⁹⁵

- 2-46. ____ Global Colleague Finding: Carswell has an employee directory called "Colleague Finder." Associates can search for others around the world, based on personal and professional interests. This helps employees connect in meaningful ways and promotes a global mindset across the business.⁹⁶
- 2-47. ____ Integrating Remote People: Staff.com is an online company with employees who work remotely. They have implemented a Video Game Day in which all employees play online together. This gets around the lack of interaction and has helped with inter-division communication.⁹⁷
- 2-48. ____ Exceptional Employees: The Cheesecake Factory has a "Scoops Live" website that allows everyone to share and comment on company news, videos, and stories about exceptional employees.⁹⁸
- 2-49. ____ Culture Committee: At Southwest Airlines, they believe their culture is a competitive advantage, and there is an elected committee of 96 employees responsible for the vitality of the culture.⁹⁹
- 2-50. ____ Alumni Relations: J.P. Morgan has an Alumni Relations Group that stays in touch with ex-colleagues. In addition, it allows the company to "boomerang" hire (rehire people who have left). This further strengthens the culture and cuts costs for the company.¹⁰⁰