|  |  |  |
| --- | --- | --- |
| **Strategy** | **Focus Area** | **Practices** |
| Foster a  positive work  **climate** | Compassion  Forgiveness  Gratitude | Share information; develop empathy, express care and concern; organise systematic action to enable appropriate compassionate responses.  Forgiveness: acknowledge the hurt, identify an optimistic purpose, maintain high expectations and standards, provide support for the harmed, let go of grudges, legitimise language that elevates thought and communicates virtuousness.  Frequent and public expressions of gratitude: encourage gratitude journals, letters and notes; conduct gratitude visits. |
| Foster positive  **relationships**  among  members | Positive energy  Strengths | Model positive energy; provide opportunities for serving others.  Develop and manage positive energy networks in stages: identify positive energisers and enable them to infect the organisation through positive-energy networks, teams, and mentoring relations.  Capitalise on employees’ strengths: Spend time with strongest performers; provide opportunities for employees to do what they do best; frequently celebrate positive outcomes; focus on what they do well to help them achieve excellence in performance and in relationships. address weaknesses to build competence. Manage negative energisers in stages. |
| Foster positive  **communication** | Supportive communication  Feedback | Habitually use supportive communication and encourage employees to engage in supportive communication; provide 5 positives for every negative piece of feedback, use descriptive statements in providing negative feedback, remain problem-focused not person-focused in providing negative feedback.  Collect **reflected best-self feedback.** Obtain information from associates on unique personal contributions, help others develop a best-self-portrait, use strength recognition cards. |
| Associate work  with positive  **meaning** | Impact  Contribution | Help workers see the impact of their work on others, give them opportunities to directly interact with clients and to receive feedback.  Highlight connections between what is meaningful to individuals and benefits produced by the organisation.  Clarify the long-term effects of what is being accomplished; help people see that they are creating a legacy. Reinforce and sponsor contribution goals rather than self-interest goals. |