

1.2	<b>80 Ideas for Creating a Happy Workplace</b>		Yes		No
Priority	1. Tick if your organisation does it already. If not, but you think it is a good idea, assess if it is easy to do, or requires more effort and is a medium-term solution. Otherwise, tick bad idea 2. From the Yes items, tick 4 or 5 (in the priority column on the left) that you think are most needed. 3. Feel free to add ideas of your own	Do already	Easy Win	Med Term	Bad idea
	Find a way to delight a customer every day – starting today				
	Find a way to delight one of your people every day – starting today				
	Stop to say hello to colleagues and get to know them better				
	Find ways to make working together more fun and sociable				
<b>Trust your people</b>					
	Pre-approve: A new approach, a problem to solve – get an individual or group to find a solution and then implement it without checking back with you				
	Step out of approval and resist the temptation to “improve” your people’s ideas				
	Give people the freedom to choose their own paths to achieving results				
	Ensure there are clear principles to work within				
	Ensure there are clear objectives to work towards and people feel they own them and are fully accountable for them				
	Once they have job ownership, hold people to account and be tough with under-performance				
	Help your people set up regular feedback from the customer				
	Get managers to step out of the way				
	Stop telling people what to do				
	Pass the knowledge on to your people so they don’t need things approved				
	Have your people write their own job descriptions				
	Let people choose their own job title (or abolish job titles altogether)				
	Encourage disobedience (as long as they keep within the organisation’s principles)				
	Give full power and responsibility to front-line staff to change anything that is wrong				
	Let people spend 10% of their paid time doing something of their own initiative (at Google, it’s 20%)				
	Take real responsibility in your job. Lead beyond your defined authority				
	Peer appraisals: have every person appraised by their peers, their fellow workers. (You survive and prosper by what your colleagues think of you.)				
	Set rules for the 98% trying to do a good job, not the 2% who aren’t				
	Let people decide their own salaries				
	Let people choose which two colleagues should assess their salary				
<b>Make your people feel good</b>					
	In every interaction with others, make it a goal to leave them feeling good				
	Don’t treat people as you would want to be treated, treat them as they would want to be treated (especially if you are a manager)				
	Give your people £25 each (or even just £10) to make the office better in some way				
	Allow everybody to spend £100 (or even £500), without needing approval, to make something better for a customer				
	Spot somebody doing something well and tell them – every day				
	Thank two people each day				

	Make it the key role for management to make people feel good about themselves				
	Smile!				
	Find opportunities to laugh together				
	Surprise people with cakes or ice cream				
	Make the focus of your managers to serve their people				
	Redraw your organisation chart as an upside-down pyramid: Put the managers at the bottom and the front-line staff at the top				
	Reward and promote as much on how supportive and helpful people are, as on their ability in their core job				
	Make appraisals something supportive, that people look forward to				
	Help your people find a real challenge, and support them to achieve it				
	Create a quiet space, where an individual's presence is trusted, respected and allowed to just be for a while.				
	Pause and look up and recognise the beauty around us				
	Ask your people what would make them happier. Then enable it.				
	Make a habit of noting good things that happen each day – and share them.				
<b>Be open and transparent</b>					
	Err on the side of sharing more information than people need				
	Make all information in the organisation available for everybody to see (excepting only the really personal stuff)				
	Especially make the finances open, and train people how to understand them				
	Make salaries open and transparent too, so your people can see what everybody earns				
<b>Recruit for attitude, train for skill</b>					
	Forget the qualifications, check the ability instead				
	Ban the use of non-specific qualifications in recruitment (for example, "must have a degree")				
	Test their ability to do the job, not their ability to talk about doing the job				
	Involve the people they will work with in the recruitment and get buy-in before they start				
	Especially for managers, have them principally chosen by the people they will manage Get them to spend a day in the office, and get the people they will work with to decide whether to appoint				
	Let your people leave well, help them find a new job and leave them feeling good				
	Look for the potential in all your people and find the hidden gems				
<b>Celebrate mistakes</b>					
	Create environments where people can experiment, try new things and succeed or – safely – fail				
	Ensure there is no blame for trying something new and messing up				
	Make a point of warmly praising and celebrating when people own up to things that went wrong				
	Hold a staff meeting where everybody declares a mistake they've made, especially you - to cheers from everybody else				
	Be prepared to say "I got it wrong. That was my fault."				
<b>Community: create mutual benefit</b>					
	Ensure your organisation has a purpose beyond profit				
	Create an environment where people feel really proud to work there				

	Discover and regularly review the skills and resources your organisation has that could bring real benefit to others				
	Check everything your organisation does, not just the 1% to charity, against the benchmark of whether it helps society				
	Pay your suppliers early, especially the sole traders and small businesses				
	Reduce your environmental impact a little more each year				
<b>Love work, get a life</b>					
	Set an example of working to your hours and taking time off				
	Help your people work to their hours and avoid a long hours culture - your customers want your people relaxed, well-rested and nourished				
	Equip and help people to work at home if they want to				
	Get great at helping people measure their productivity so they are judged on what they produce, not the time spent producing it				
	Remember that people's best ideas rarely come at the office, help them have wide experiences				
	Let your people work out the way of working that suits them, agreed with their colleagues				
	Help your people find 'me' time in their life balance to do what they really enjoy				
	Give yourself 'me' time: what do you really enjoy doing?				
<b>Select who should manage people on the basis of how good they are at managing people</b>					
	Have every manager appraised by the people they manage				
	Help people who want to, to become great people managers – and help those who don't want to, to do what they are good at				
	Find a way for people to be promoted without having to manage people				
	Encourage people to call meetings with managers when they want them, not the other way around				
	Let people choose their managers				
<b>Get people to play to their strengths</b>					
	Focus on developing your people's strengths more than addressing weaknesses				
	Get people to spend their time doing what they are good at				