## 80 Ideas for Creating a Happy Workplace

<table>
<thead>
<tr>
<th>Priority</th>
<th>Do already</th>
<th>Easy Win</th>
<th>Med Term</th>
<th>Bad idea</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
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<td>2. From the Yes items, tick 4 or 5 (in the priority column on the left) that you think are most needed.</td>
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<td>3. Feel free to add ideas of your own</td>
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<tr>
<td>Find a way to delight a customer every day – starting today</td>
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<tr>
<td>Find a way to delight one of your people every day – starting today</td>
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<td>Stop to say hello to colleagues and get to know them better</td>
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<td>Find ways to make working together more fun and sociable</td>
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### Trust your people

- 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.

### Make your people feel good

- 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.

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| 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. |

**Be open and transparent**
- 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

**Recruit for attitude, train for skill**
- 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

**Celebrate mistakes**
- 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.”

**Community: create mutual benefit**
- 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 |

### Love work, get a life

- 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?

### Select who should manage people on the basis of how good they are at managing people

- 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

### Get people to play to their strengths

- Focus on developing your people’s strengths more than addressing weaknesses
- Get people to spend their time doing what they are good at