



# FCCI 2011

*Key Biscayne, Florida  
September 26, 2011*

Appreciation  
**5** at Work  
Languages

A little bit about me ...

# The Importance of Appreciation

# Starting Point:

What do you think is the #1 factor which affects how much people enjoy their jobs?

Hint: Not money.

Hint: Not that appreciation is communicated.

# Foundational **FACTS**

People  
desperately want  
to feel appreciated  
and valued in their  
jobs.

Most people don't  
feel appreciated.

# Key Research Findings

# 79%

of employees who quit their jobs  
cite **lack of appreciation** as a key  
reason for their leaving

# 65%

of North Americans report that they  
**received no recognition or  
appreciation at their workplace in  
the past year**



**80%** Companies have  
employee recognition programs

**31%** Employees who feel  
they are adequately recognized  
for work well done

# Common Questions By Business Owners:

Shouldn't working for pay be enough?

Isn't all of this a bit "touchy feely"?

Aren't there some guys who don't want  
to be told they are appreciated?

# When people don't feel valued or appreciated, what happens over time?

They:

- Become discouraged

- Don't work as hard.

- Feel taken for granted.

- Start to grumble and complain.

- Think about looking for another job.

- Create headaches for management.

# The Value of **APPRECIATION**

Improved Relationships

Supervisor/employee, Coworkers

Improved Job Satisfaction

Reduce tardiness & absenteeism

Decrease staff turnover

Improve customer satisfaction

Decrease internal tension and conflict

Increase staff productivity

# People will feel valued

IF

Appreciation is:

- individualized and delivered personally.
- delivered in the 'language' most important to the recipient.
- communicated regularly.
- perceived as authentic.

What is the #1 factor which affects how much people enjoy their jobs?

That people feel appreciated by their supervisors and colleagues (not just that appreciation is communicated.)

# Why Isn't Appreciation Communicated Regularly?

Busyness.

Not valued highly, either by the  
supervisor or by the organization.

The supervisor or team members don't  
know how to do so effectively.

# Ways to Figure Out What Language & Actions to Use

Default: Our preferred language

Observe the messages others send

Get an accurate assessment of both  
language and desired actions





# Impact of Knowing the Correct Language to Use

“Although we had worked together for  
10+ years, . . .”

“I was missing the mark.”

“Now I know how to encourage Debbie  
when she’s having a difficult day.”

Five

# Languages



Words of Affirmation



Quality Time



Acts of Service



Tangible Gifts



Physical Touch

# Words of Affirmation



Quality  
Time



# Acts of Service

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# Tangible Gifts





# Physical Touch





MOTIVATING BY APPRECIATION™

- Identifies each individuals' primary and secondary languages of appreciation.
- Discovers the person's least valued language of appreciation (their "blind spot").
- Allows the team member to specify the actions that are most meaningful to them within their primary language.



**MBA**  
INVENTORY

## INVENTORY RESULTS



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## LANGUAGES OF APPRECIATION IN THE WORKPLACE

Inventory Result For: **Jane Smith**  
July 05, 2011





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## INVENTORY RESULTS

### CONCEPTUAL FOUNDATION

Research has demonstrated that individuals are motivated and encouraged in a variety of ways. In **personal relationships**, individuals both give and receive appreciation with one another in five basic behavior patterns -- through words of affirmation, acts of service, giving gifts, spending quality time, and physical touch. (Please see the book, *The Five Love Languages* by Gary Chapman or go to [www.fivelovelanguages.com](http://www.fivelovelanguages.com) for more information.) It is important to note, however, that an individual's preferred way of receiving appreciation in a personal relationship (that is, family or friends) often differs from how they feel encouraged in a work-related setting. And one language (physical touch) which is an important language in personal relationships has been found not to be as significant in work-related relationships.

The Motivating By Appreciation inventory is designed to gain a clearer picture of an individual's primary **language of appreciation and motivation as experienced in a work-related setting**. Individuals differ in how they experience feeling appreciated at work. Some people prefer to be told that they are doing a good job; others feel valued when their supervisor spends individual time with them. Some team members are encouraged if their colleagues work with them to complete difficult tasks, while others are motivated by tangible rewards received for a job well done. (These issues are addressed in *The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People* (to be released in July 2011).

Generally, most individuals attempt to communicate appreciation and encouragement to others by utilizing **their** preferred "language" of appreciation. This works well when the individual on the receiving end of communication has the same language of appreciation or encouragement. But when individuals have differing motivational languages, the message sent (with good intention) tends to not have the desired positive impact on the individual who has a different motivational language. This miscommunication, due to differing values of what is encouraging or motivating, can create hard feelings by both the sending party and the receiving party.

Therefore, understanding an individual's primary languages of appreciation, motivation and encouragement can assist managers and supervisors in communicating effectively to their team members. This can lead to effectively communicating appreciation for work well done, and for developing a plan for rewarding team members in ways which they will value.

The M.B.A. (Motivating by Appreciation) Inventory is designed to gain a clearer picture of an individual's primary language(s) of appreciation and motivation. Secondly, it also helps in identifying those ways in which an individual is not motivated or encouraged.



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## INVENTORY RESULTS

The questions in the inventory (30 pairs of questions) have the respondent choose between various ways they prefer receiving appreciation or encouragement in a work-related relationship. The responses are then tabulated and the respondent's two primary languages of encouragement are identified, along with the language which is the least important to that individual.)

### RESULTS FOR JANE SMITH



#### Jane Smith's Primary language

Jane Smith's primary language for feeling appreciated in the work setting is by ***spending quality time with those she values***. If Jane Smith's supervisors, colleagues or team members want to encourage or help her feel valued, they can:

- Invite her to do something with them.
- Stop by and see "how she is doing"
- Spend time individually with Jane Smith.
- Give her their full and undivided attention.
- Take time to listen to her concerns.

There are different types of quality time in the workplace, and individuals differ significantly in which is most meaningful to them. Some people highly value "focused attention" (having your undivided attention while being with you). Others just enjoy companionship ("being there" with them), while to some experiencing a personal connection through listening and sharing is important. Finally, a number of individuals really appreciate shared experiences with their colleagues (going to sporting events or other activities together).

It is just as important to spend the right type of time to effectively encourage your colleagues, as it is to use the correct language. So take note of the actions items that Jane Smith endorsed. These will help you "hit the mark" more accurately.

Quality time with people who are important to her helps make Jane Smith feel like she is a significant part of the team. She likes to feel included by others. A critical aspect of "quality time" for Jane Smith is that a part of the time should be focused on listening to what is important to her.





### Jane Smith's Secondary language

An additional way that Jane Smith receives encouragement and is motivated is by **words of affirmation**. Jane Smith highly values being told that she has done a good job.

Additional ways to make Jane Smith feel valued and appreciated is to:

- Communicate specific character qualities you observe and value in Jane Smith.
- Praise Jane Smith for work well done, both privately and in front of others.
- Compliment Jane Smith for successes accomplished, both personally and done by her team.
- Simply tell Jane Smith she did a good job on specific projects and tasks.

Jane Smith's secondary language of appreciation is important in two regards. First, it provides an alternative way to express appreciation and encouragement to her that she values. Secondly, combining a person's primary and secondary languages of appreciation can communicate more powerfully than either language used by itself.



### Jane Smith's least valued language of appreciation

Jane Smith's lowest language of appreciation in the work setting is **receiving gifts**. Therefore, attempts to motivate or encourage her by giving her things will generally not be that effective.

Although these actions may be appreciated by others, gifts (such as birthday cards, gifts, tickets to sporting events, or other small tokens) are not that important to Jane Smith. (NOTE: this does not include bonuses or pay increases!).

Additionally, it is important to note that Jane Smith may actually enjoy receiving gifts that are meaningful to her, but generally in work-based relationships they are not as valued by her as Quality Time or Verbal Praise.

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Action CheckList (Time)



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## INVENTORY RESULTS

Although it is helpful to know an individual's primary and secondary languages of appreciation, there are still many variations of expression within each language. Therefore, we have found that it is helpful to know which *specific actions* are valued most by each individual. This eliminates the need for guessing by one's supervisor, manager or colleagues -- they can know **exactly** what will be encouraging to Jane.

Here are the items Jane endorsed as those actions which will most clearly communicate a sense of appreciation to her.

Go to lunch together to talk about business issues. (Supervisors and Colleagues)

Go to lunch together and not talk about business issues. (Colleagues)

Invite me to go to lunch with a group of colleagues. (Colleagues)

Stop by, sit down in my office and check in with me regarding how things are going. (Supervisors)

Go to dinner together with our spouses / significant other. (Colleagues)

Have an away from the office retreat for our team. (Supervisors and Colleagues)

Go see a movie together. (Colleagues)

Have a weekly "check in" meeting to see how things are going. (Supervisors and Colleagues)

### Summary

Focusing on communicating appreciation to Jane Smith through the languages of appreciation that are most meaningful to her (Quality Time and Verbal Praise) will be more likely to produce the desired effect of Jane Smith feeling appreciated and valued by her supervisors and co-workers, and will ultimately make her daily work experience more positive for her.

REMINDER: The MBA Inventory is not a psychological test, and the results should not be construed to be such. Rather, the MBA Inventory is a self-report instrument which gathers, processes, and summarizes the information you provide.

For additional information and resources for applying the MBA Inventory results in your work setting, please go to [www.drpaaulwhite.com](http://www.drpaaulwhite.com). This includes free resources to use with your group (e.g. group profiles), purchasing additional MBA inventories for your team members, having training done with your organization, or having someone speak to your business or association.

# Jones Garden Center



MOTIVATING BY APPRECIATION™



Words of  
Affirmation



Tangible  
Gifts



Acts of  
Service



Quality  
Time

Primary  
Language

Diane  
John K.  
Janice  
Sherman  
Pedro

Marisha

Gina  
John B.

Juan  
Sherman  
Timothy

Secondary  
Language

Gina  
Timothy

Gina  
John K.  
Juan

Diane  
Janice  
Sherman  
Timothy

John B.  
Marisha  
Janice  
Pedro

Least  
Valued  
Language

**Marisha**

John B.  
Janice  
Sherman  
Pedro  
Timothy

John K.  
Juan

**Gina  
Diane**



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**Potential**

**OBSTACLES**

**To Overcome**

# Potential Obstacles

- \*Not everyone sees the value
- \*Negative previous experiences
- \*The “weirdness factor”
- \*Perceived cost
- \*Supervising too many people
- \*Perceived inauthenticity
- \*Long distance relationships



# FACT:

We absolutely know how to successfully communicate appreciation and have done so repeatedly in a wide variety of settings.

# The Vision:

TO:

- ***Provide practical and effective ways to help make any type of workplace environment more positive*** for those who work there.
- ***Develop resources for Christian leaders in the marketplace*** through which they can get to know their colleagues better, learn how to support them, and build more personal relationships where they will be able to share the love of Christ practically.
- ***Create low-cost resources for churches & ministries to know how to effectively encourage & support their team members*** (both staff & volunteers), to reduce burnout and turnover.
- ***Collaboratively produce tools for international ministries,*** both for the encouragement of their staff, and to be used in “business as missions” endeavors.

# Other Resources Available

- Bible study supplement
- *Appreciation at Work* training kit
- Online "train the trainer" training  
(November 2011)
- Collaboration: Community events

# A Final Story

# CONCLUSION (part 1)

*Encouragement is oxygen to the soul.  
Good work can never be expected from  
a worker without encouragement."*

~George Adams

# CONCLUSION (part 2)

Live such good lives that they will see the good things you do and will give glory to God on the day when Christ comes again.

I Peter 2:12