Our team narrowed down to these three things:

1)   A need for more system wide celebrations or consistency in celebrations throughout branches and non-branch departments

2)   Concern that we sometimes implement things quickly without adequate planning, input or communication

3)   That people who have been here for a long time are viewed as a negative – stagnant and perhaps their expertise/experience is not valuable

Of these, we thought that:

1)   We need a way to celebrate successes. I think, personally, this might be something the staff association can do. Re-invigorating the 'kudos' part of the intranet might work and having public recognition at meetings and events is helpful. Managers could send hand-written thank yous to staff within and outside of their departments to show appreciation. GVSU did a 'star' program – we were all given a stack of blue paper stars and we were to send one star filled out with a 'you did a good job and I appreciate you' plus a blank star ANONYMOUSLY to someone in the organization each week. Then they were to fill out the blank one and pass it on.

2)   We discussed, at length, that we might rely on group emails and the intranet too much. When we are leaders with something to implement, we need to consider how and when to share the information. When should we gather input? How should we share it? Perhaps having a five minute 'round up' every few days with our team to share what's hot, what's coming down the pipeline, check everyone's 'pulse' would create more positive energy. We would still send the emails but because not everyone is always at a computer then they get the pertinent information without having to read a bunch of stuff AFTER they have heard it through the grapevine. This also asserts, positively, our leadership and management and quells rumors and negativity. This is harder for those leading multiple shifts, but it's important.