

..... DIAGEO

BAR ACADEMY
BUSINESS OF BARS

ACCELER8 HR FOCUS

PEER-TO-PEER
AWARDS

Building Team Culture

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Peer-to-Peer Awards

WHAT'S A WINNING TEAM CULTURE? And why is it important?

CULTURE is a crucial aspect of your business that does not appear as a line item on your Profit & Loss statement. HOWEVER, it has a tremendous impact on it!

3 WAYS CULTURE AFFECTS THE BOTTOM LINE:

1. "A Players" ONLY work long-term for companies with winning cultures.
2. Staff/Management attrition rates decrease as culture strengthens.
3. Customers have a choice. They buy more from businesses that simply "feel right".

This report includes one of the MOST EFFECTIVE, lowest cost and most FUN way to accelerate a winning culture in the industry. Implemented properly, it can produce some remarkable results!

SOME CONTEXT BEFORE WE GO FURTHER...

As Sun Tzu wrote in The Art of War over 2,000 years ago,

"HE WILL WIN WHOSE ARMY IS ANIMATED BY THE SAME SPIRIT THROUGHOUT ALL ITS RANKS."

HOW CAN YOU GET YOUR TEAM "ANIMATED BY THE SAME SPIRIT"?

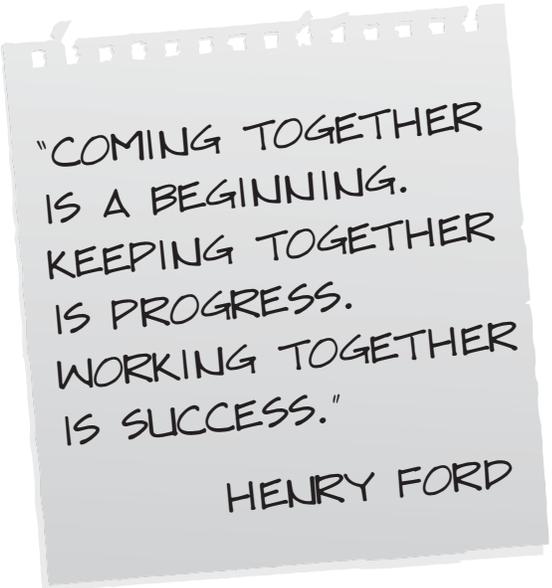
- a) TELL THEM what behavior you are LOOKING for.
- b) Ask them to TELL YOU when they SEE it.
- c) CELEBRATE IT when FOUND!

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SOUND SIMPLE?

It's simple, but not easy!

This intangible aspect of business explains why some businesses thrive in a poor location, while others seem to have everything going for them. Often, businesses with a very smart team of MANAGERS still fall to bankruptcy. Still others avoid bankruptcy only to languish in mediocrity year after year. Company culture is a major factor that many overlook.



"COMING TOGETHER
IS A BEGINNING.
KEEPING TOGETHER
IS PROGRESS.
WORKING TOGETHER
IS SUCCESS."

HENRY FORD

A CRUCIAL DISTINCTION: MANAGEMENT VS LEADERSHIP

Unfortunately, too many business operators fail to even recognize that there IS a distinction between MANAGEMENT and LEADERSHIP. Every business requires strength in both; and yes, sometimes they are provided by the same people, BUT NOT ALWAYS.

REMEMBER:

A BUSINESS WILL NOT OUTPERFORM ITS LEADERSHIP TEAM FOR LONG.

"Team building" and leadership training are often viewed as optional exercises that can wait until a business' critical issues have been addressed.

As most operators already know, things never get fully under control. Fostering strong, focused leadership can actually HELP a business "control the controllables."

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WARNING:

If a business doesn't take the time to define standards and recognize LEADERS, someone in the organization will do so... And this may not benefit the BUSINESS.

Leadership is not a title on a business card - it is about moral authority. Often the strongest LEADERS in an organization work against the business's interests. They have their own agenda which often includes fighting change or anything they perceive as threat to their own interests.

IGNITING A FIRE

We spend the prime of our lives at work, so I believe that we should make the most of it. Do work we can be proud of, lead teams on journeys worth taking. Work should not be an endless treadmill of boredom, or a frustrating place where good ideas and enthusiasm go to die!

A winning culture at work is essential to maximizing your business's potential - but AS IMPORTANTLY it is about maximizing YOUR POTENTIAL. Who wants to spend their life punching a clock, wishing they were somewhere else?

It takes only one person to be the spark that lights the fire. IS THAT PERSON YOU?
Of course it is!

WHAT IS A WINNING CULTURE?

Harvard Business Review defines it this way:

1. A unique cultural personality based on shared values
2. Behavior that communicates those values to the customer (and the bottom line!)

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ENGINEERING a winning culture

The following is the MOST POWERFUL TOOL that we have ever used to strengthen a culture in a bar/restaurant (or any other industry for that matter). It's the Annual Peer-to-Peer Award, and executed properly amongst your team, it can have a dramatic impact on your staff, your workplace, and your profits.

You won't find a lower-cost way to achieve the excellent company culture you want. Not to mention, it might be one of the most fun and meaningful things you do all year!

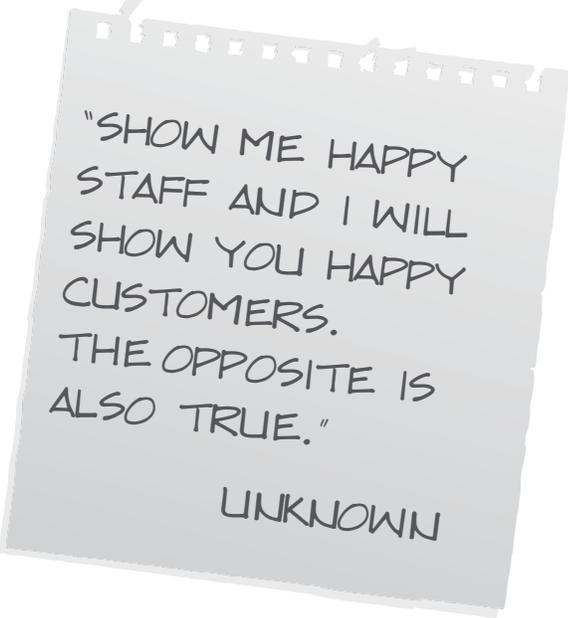
WHY "PEERS" AWARDING PEERS?

Awards by committees or from top management are viewed with a great deal of skepticism from those who do not win. Many award programs have done more harm than good for their organizations.

It's intuitive that there is nothing more valuable to staff than having THEIR co-workers tell them how great they are. It is real, raw and bold!

WHO IS THE PEER-TO-PEER AWARD FOR?

The more the merrier! Include as many people as you can! Leadership can be found from your dishwasher all the way up to your top management. The more people you can get involved, the better.



"SHOW ME HAPPY
STAFF AND I WILL
SHOW YOU HAPPY
CUSTOMERS.
THE OPPOSITE IS
ALSO TRUE."

UNKNOWN

10 Steps to Starting Your Own P2P Award

STEP 1:

Manage the logistics.

a) **Decide WHAT and WHO you want to celebrate.**

Examples: Leadership, Core Values (person who best exemplifies them), Most Valuable Player, Most Improved Player, etc.

b) **Decide the frequency.**

Is this an annual award, quarterly award that builds to an annual finale, etc.?

c) **Determine how long the voting will be open for.**

Note: 2 weeks seems to be the optimal time allotment for voting - any shorter seems “too short” and any longer takes away the need for urgency.

d) **Determine when the award winners will be announced.**

Allow a week between the vote closing and the announcement to compile results.

e) **Choose prizes.**

At minimum, have an idea on budget.

f) **Decide on how many people will win.**

Celebrating more individuals makes this exercise all the more fun, but this can affect the budget. We have found success recognizing 3- 5 people each time with small prizes.

g) **Plan how you will notify the winners.**

If possible, do this in person. It is a great photo opportunity!

h) **Lastly, assign a team member to head the project.**

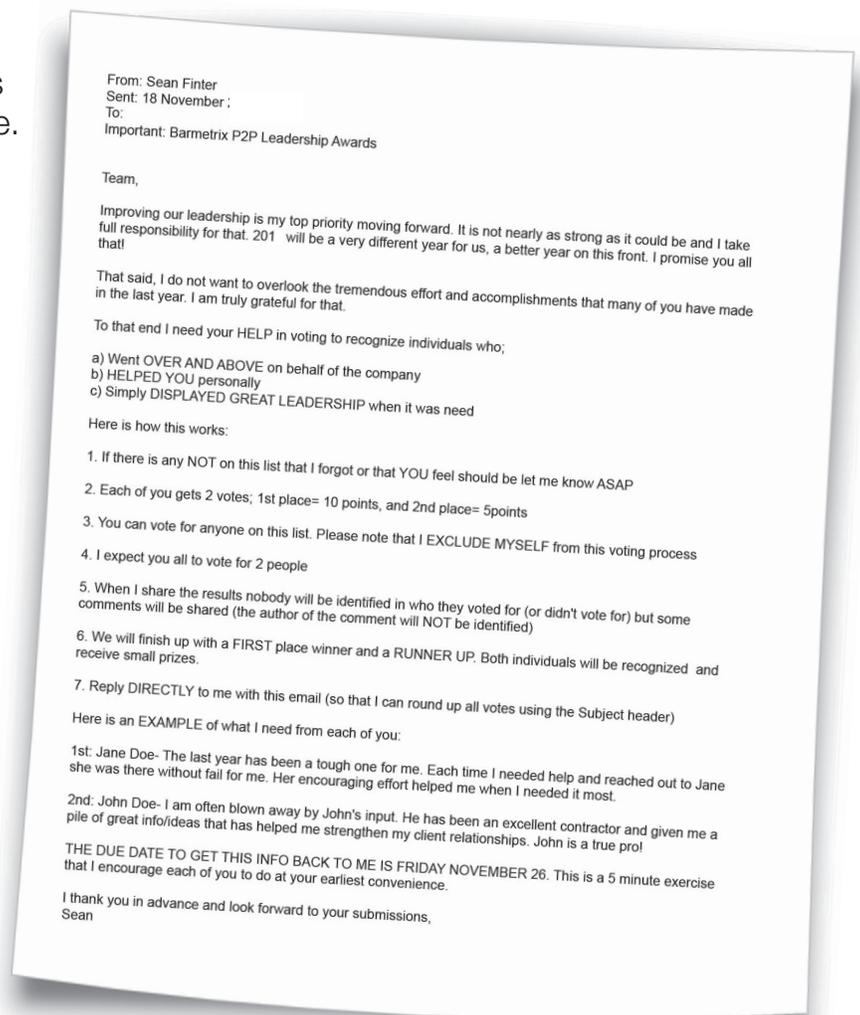
Keep it simple. Have ONE PERSON send and receive all communications on the program.

10 Steps to Starting Your Own P2P Award

STEP 2:

Decide on your voting criteria.

- a) Allow the voter complete privacy removes all bias. You might insist on knowing who the voters are or at least what department they are from - it's up to you.
- b) Give everyone 2 votes. The first place vote awards the nominee 10 POINTS while the second place vote is worth 5 POINTS.
- c) Some awards can allow the voters to nominate anyone in the company. Other awards may require staff to vote only for the names listed on a ballot sheet. For example, a Most Improved Player award may only be open to those staff members who have been with the company for less than 12 months.
- d) It is also CRITICAL that each vote is accompanied by 2-3 sentences explaining the reason for their vote. This will become half the value of the exercise. We suggest you tell your team that their vote will NOT count unless they include one or two sentences explaining why they voted for that person.



10 Steps to Starting Your Own P2P Award

STEP 3:

Get as many people involved as possible.

- a) Draft a flyer or email to announce the initiative to everyone in your organization.
- b) Take the opportunity to thank everyone in your organization and let them know that you are running a P2P Award to recognize individuals that THEY feel went over and above.
- c) Ask them to vote for their peers who:
 - i) Went OVER AND ABOVE on behalf of the company according to your chosen criteria (choose one subject from the suggestions above).
 - ii) HELPED THEM personally.

Explain that they get 2 votes according to the criteria that you decided on, and that everyone should vote for a FIRST and a SECOND PLACE award winner.

It is imperative that they know that comments will be shared, but the author of the comment will NOT be identified.

IMPORTANT: Don't forget to set a due date for people to respond and remind them regularly. You might be surprised how much prodding people need to do the right thing!

STEP 4:

Gather votes / feedback.

Keeping track of nominees, comments and votes is easiest in a spreadsheet.

Give the stragglers plenty of notice that voting is closing, but always close the vote on time to keep things moving along.

It is crucial that the sources of all feedback remain anonymous except to the organizer. Some examples of the type of responses that you might need to edit to preserve anonymity:

1st: Jane Doe - The last year has been a tough one for me having had my first child. Each time I needed help and reached out to Jane she was there without fail for me. Her encouraging effort helped me when I needed it most.

[Simply taking out the first sentence still provides anonymity to the voter yet maintains the context of the message]

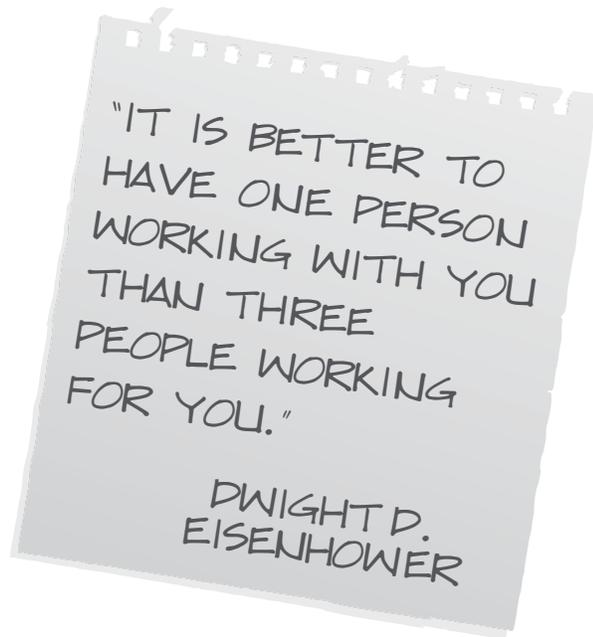
10 Steps to Starting Your Own P2P Award

STEP 5:

Tally the results in a spreadsheet.

1st place = 10 points and 2nd place = 5points.

Conclude with a FIRST place winner and at least 2 RUNNERS UP.



STEP 6:

Recognition for all.

Here is where the fun comes in!

To whatever degree practical, get the leaders of your company involved in recognizing everyone in the organization who gets even a single vote from a peer. This takes time, but you will likely not find a higher ROI activity for the morning that your leaders set aside.

A quick email to each person with the quote(s) from their peers, praise from their leaders, and congratulations on a job well done. Often these emails are forwarded on to friends and family and there is no company that practices formal recognition too frequently!

10 Steps to Starting Your Own P2P Award

STEP 7:

Recognize and Promote your Champions!

This task really cannot be overdone. Be bold, have fun, make a BIG deal of this! This award is as meaningful as YOU say it is. MAKE IT COUNT!

All finalists should be formally recognized and receive small trophies and/or framed certificates.

SOURCE AWARDS ENGRAVER & ORDER TROPHY

YOU WILL NEED:

- a) The text you would like engraved
- b) A high resolution version of your company's logo
- c) Allow necessary time for delivery: often 2-3 business days

You can't go wrong at \$30- \$40 per person!

And/or have someone make up a nice certificate for them and place in a \$10 document frame.

STEP 8:

Shout it from the roof tops!

Send an email to your WHOLE TEAM announcing the winner and incorporating as much of the feedback as possible. What better way to spread the word on the type of behavior that your organization is looking to celebrate and reward?

10 Steps to Starting Your Own P2P Award

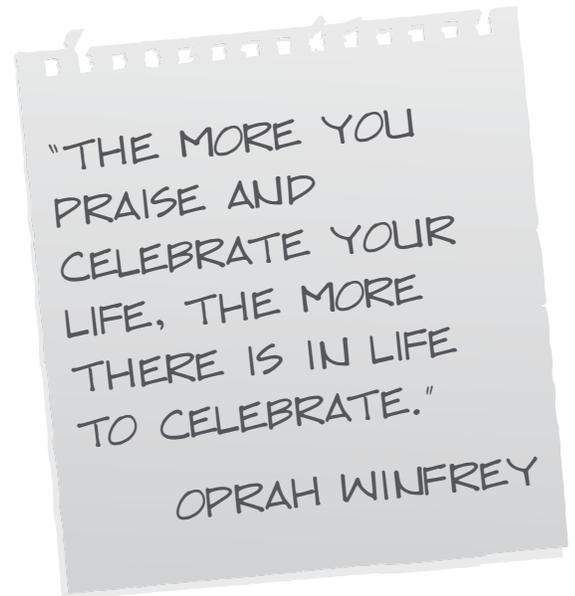
STEP 9: **Celebrate with your Champions!**

As mentioned earlier, try to inform people personally whenever possible.

Even small or spread out companies can often allocate the budget to fly their “A Players” to a getaway location where they all can meet.

IMPORTANT :

Don't put this off because of budgetary reasons!



For small companies, a simple letter of thanks written to the finalists, a couple of cases of beer, and an invitation for them and their families to a backyard barbecue can be enough. IT IS ABOUT THE RECOGNITION, NOT THE REWARD!

With a little creativity, even “Once in a Lifetime Experiences” can be within reach for many. In years past, our team went kayak fishing in the Florida Everglades! It was incredible (and still didn't break the bank)!

STEP 10: **Finish Strong.**

After going the Extra Mile, don't neglect the “Final Inch”. Document your trip by collecting lots of photos.

Produce your own video and send it to your whole team, your suppliers and your customers!

