



# CREATE A CULTURE OF MATTERING

## Leader Workbook

Feeling significant is a basic human need and a critical factor for individual, team, and organizational thriving.

Creating experiences of “mattering” for others is a skill.

Use this workbook to follow along with the session to build your mattering skill set.

## WHAT IS MATTERING?

Mattering is the experience of feeling significant to those around us that comes from **feeling valued + adding value.**

## The 3 Ingredients of Mattering

Mattering at work arises from three experiences: Feeling **Noticed**, **Affirmed**, and **Needed**. These three ingredients are also the foundation of the leadership skills of noticing, affirming, and needing.



**NOTICED**

People feel *seen*  
and *heard*.



**AFFIRMED**

People see how  
their unique  
strengths make a  
unique difference.



**NEEDED**

People feel relied  
on, indispensable,  
and essential.

**Notes:**



## Reflect | Moment of Mattering

Think about *the* moment in your work when you *most* believed you mattered to someone else. Be specific. What happened? What was said? What did it feel like?

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## Reflect | “Sprinkler Issues”

Think about your current team. What are potential “sprinkler issues,” small experiences that may create an anti-mattering experience? What are some threats to experiencing mattering on your current team?

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## Skill | Observe, Note, and Share

**Observe:** Pay attention to what others say and the personal and work details they share. Use more meaningful questions to gather good data. Pay attention to people's demeanor, attitudes, and nonverbal cues.

**Note:** Implement a deliberate practice (i.e., the Noticing Notebook) to note what you observe. Many of us are too pressured to recall everything about everyone we supervise, teach, or coach. We need tools.

**Share:** Create a cadence to share what you noted. This doesn't need to happen immediately. It can occur a few days or weeks later. The time lag helps people feel remembered.

## Skill | The Energy Check-In

Use a regular check-in process to understand "how" people are doing. An example is the Green, Yellow, Red check-in below:



**Green** means you feel safe, passionate, content, or perhaps are in flow. You're able to be present, engage, create, and learn.



**Yellow** means you can be present but may be reactionary, you may feel overwhelmed or frustrated about something, or your attention is being pulled in another direction.



**Red** means you're overloaded, stressed, burned out, reactive, or feel it's difficult to be fully present.



## Act | The Practice of Truly Seeing People

Noticing is the deliberate act of paying attention to the details, ebbs, and flows of people's lives and offering an action to show them you truly see them.

Think about the people on your teams or the employee groups you oversee. Who do you need to notice more? What two actions can you do to help them feel more seen?

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## Act | The Practice of Truly Hearing Others

Consider your team. What are three practices you will implement to ensure others feel heard?

Consider the skill of listening for total meaning, cultivating psychological safety via social rules, having a mistake policy, or responding better to emotional triggers.

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## Act | Give Meaningful Gratitude

Real affirmation shows people how their unique strengths make a unique difference. Who needs to be shown the difference they make? Use the guide below to structure meaningful gratitude.

**Situation:**

**Behavior:**

**Gifts:**

**Impact:**

## Skill | Know, Name, and Nurture Gifts

Everyone has four unique gifts: Strengths, Purpose, Perspective, and Wisdom.

- **Knowing** someone's gifts means having a process for them (and you) to become aware of them.
- **Naming** people's gifts means routinely pointing them out.
- **Nurturing** people's gifts means providing opportunities for people to use and develop their unique gifts.

## Act | Affirming Action Plan

### **Key Skill: Collecting and Telling Stories of Significance**

Where, when, and how can you incorporate collecting and telling more authentic stories of the work's impact?

### **Key Skill: Meaningful Gratitude**

In which key touchpoints can you incorporate Meaningful Gratitude?

### **Key Practice: Design Jobs for Mattering**

What jobs or tasks need to be "redesigned" so people can see 1. The significance of the work on others, 2. What the task/job makes possible, and 3. Be reminded how they can use their strengths to do it?



## Skill | Laddering



## Act | “If it wasn’t for you...”

Feeling needed means feeling relied on and indispensable. Who in your work do you rely on? Write them an “if it wasn’t for you...” statement.

*If it wasn't for you...*



# Create Mattering Self-Assessment

**1 – Never      2 – Rarely      3 – Sometimes      4 – Frequently      5 – Always**

Considering your current leadership approach, score the following statements using the above scale based on the frequency you do the described behavior (1-5). Be honest.

1. \_\_\_\_\_ I ask about and remember the details of others' lives, such as their full names, family and friends, values, interests, and personal goals and aspirations.
2. \_\_\_\_\_ I remember and check on others' personal and work details during routine conversations.
3. \_\_\_\_\_ I ask others for their opinion, share that I value their voice, and follow up to ensure they feel heard.
4. \_\_\_\_\_ I notice others' moods, and when I sense someone is struggling, I seek understanding and offer action to help.
5. \_\_\_\_\_ I check in on people's energy levels.
6. \_\_\_\_\_ I name others' unique gifts, such as strengths, purpose, perspective, and wisdom.
7. \_\_\_\_\_ I show people how they and their work impact others.
8. \_\_\_\_\_ When I give tasks, I first show people the difference it makes.
9. \_\_\_\_\_ I go out of my way to provide opportunities for others to use and develop their gifts.
10. \_\_\_\_\_ I express verbal gratitude to others.
11. \_\_\_\_\_ I tell others how I rely on them.
12. \_\_\_\_\_ When someone isn't present, I'll tell them I missed them.
13. \_\_\_\_\_ I remind people how I and the organization need them and their work.
14. \_\_\_\_\_ I ask others for help.
15. \_\_\_\_\_ I tell others it's better when they're around.

## Self-Assessment Scoring

Add up your score for items 1-5; this is your total for the mattering component of Noticing.

**Noticing:** \_\_\_\_ (total) / 25

Add up your score for items 6-10; this is your total score for the mattering component of Affirming.

**Affirming:** \_\_\_\_ (total / 25)

Add up your score for items 11-15; this is your total score for the mattering component of Needing.

**Needing:** \_\_\_\_ (total / 25)

**Total Score:** (\_\_\_\_ / 75)

## Reflect | Assessment

What dimension of creating mattering did you score highest in? What is one deliberate practice you will continue doing?

What dimension of creating mattering did you score the lowest in? What is one deliberate practice you can implement?



# MATTERING AUDIT

Consider the people you see or work with daily. Write down your current practices to Notice, Affirm, or show them how they're Needed. If you're not doing anything strategic, leave it blank. If you lead a large organization, you can also replace "Name" with "Team" to assess employee groups.

NAME/GROUP	NOTICED	AFFIRMED	NEEDED



# Mattering Blueprint

## Our Belief:

We believe that each employee should feel noticed, affirmed, and needed.

## Our Commitment:

We will...

### NOTICE

people by:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

### AFFIRM

people by:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

Ensure people  
feel **NEEDED** by:

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_