



aim higher

HERO 
The *Opportunity* to be Recognized



Helping Everyone Recognize Others



Welcome to HERO

The recognition program that inspires your associates to AIM HIGHER.

At Compass Group, we are always looking for ways to help you motivate and inspire our associates to achieve greater performance. Research shows that associates respond most positively to personal recognition and feel that it is the most important factor in job satisfaction. As a result, HERO, which stands for Helping Everyone Recognize Others, was created.

The HERO program is your guide to low-cost, high-impact recognition. This manual provides you with a quick reference guide to ideas and tools that will jump-start your efforts to recognize your team. Keep it handy and use it often to boost your recognition efforts!

Included in your HERO manual:

- Why We Recognize
- How We Recognize
- What to Recognize: Compass Group Values
- Recognition Tips and Strategies
- HEROic Resources
- HERO CD containing a variety of certificate and note card designs, each available in English and Spanish. Quick and easy to print and present, you can use these tools often to recognize the outstanding achievements of your associates.

Let's learn more about the ideas at the heart of HERO.

Ready. Aim. Inspire!





In This HERO Guide:

Our Aim is True:

Why We RecognizePgs. 4-5

Staying on Target:

How We RecognizePgs. 6-7

Hitting the Bullseye:

Recognition Ideas
that Work.....Pgs. 8-9

Sharpening Our Skills:

The Don'ts and Do's
of Recognition Pgs. 10-11

Guiding the Way:

Your HERO CD and Other
HEROic Resources Pgs. 12-13

Wherever we turn, we have the opportunity to *aim higher* and achieve more together. We are all part of an organization designed for the success of each member. Shared goals provide the inspiration and specific tools give us the motivation to achieve this success.

Compass Group continues to build on the foundation of *great people, great service, and great results*. Greatness isn't an abstract concept. It is achieved through taking small steps every day – steps connected in a meaningful way, steps that mark milestones on our journey to personal and professional excellence.

As a manager, your leadership sets the pace. Compass Group remains a preferred employer in the foodservice industry because our people feel valued and appreciated. Loyalty needs to be nurtured and consistently rewarded. How do you keep passion alive and goals within reach during the course of a typical busy day?

Recognition! Pure and simple, this is the single most powerful motivator you can give your team members, both individually and collectively. To help you in your mission, we offer this manual as a quick reference guide to simple, inexpensive ideas that promote better performance. Consider these tools to be the arrows in your quiver as you and your team aim higher!

aim higher

aim more precisely

aim with success in sight



*I will praise any man
that will praise me.*

-William Shakespeare

aim *to retain*

The best leaders know that recognition is valuable. A thoughtful, consistent, and well-developed recognition program is one of the most effective ways to keep valuable associates engaged, motivated, and committed. Use HERO every day to show your team that they are appreciated.

Our Aim is True

Why We Recognize

Discover our HEROES in Compass Group! It begins with you. Keeping operations moving smoothly and efficiently while keeping your team members happy, enthusiastic, and motivated can seem like a lot of extra work. But it doesn't have to be difficult or time-consuming – and it's more fun and rewarding than you think – even in the course of a hectic day. Most days it seems like there's only time to focus on the immediate business at hand. But once you get in the habit of recognizing achievement, you'll find that the more you do it, the more natural it becomes.

Remember a few basic truths:

Associates want ...

- To do a good job.
- To feel engaged.
- To know they're making a difference.
- To be recognized for a job well done.

Our HEROES aren't asking for a lot. Small, personal forms of recognition are meaningful to all of us.

This guide is designed to show you that recognition of your associates is simple, effective, and impactful. The values we share at Compass Group are the framework for this recognition. The moment you see an associate's actions aligning with our values, it's time to celebrate their performance and outstanding effort.



aim to be true

Remember: You get
what you reward.

You can't overdo praise or congratulations
as long as you remain TRUE:

Timely

Responsive

Unconditional

Enthusiastic

HEROES

aim to live our values every day.



Our Compass Group Values are:



Openness, Trust, and Integrity

- We set the highest ethical and professional standards at all times.
- We want all our relationships to be based on honesty, respect, fairness, and a commitment to open dialogue and transparency.



Passion for Quality

- We are passionate about delivering superior food and service and take pride in achieving this. We look to replicate success, learn from mistakes, and develop the ideas, innovation, and practices that will help us improve and lead our market.



Win through Teamwork

- We encourage individual ownership, but work as a team. We value the expertise, individuality, and contribution of all colleagues, working in support of each other and readily sharing good practice in pursuit of shared goals.



Responsibility

- We take responsibility for our actions, individually and as a Group. Everyday we look everywhere to make a positive contribution to the health and wellbeing of our customers, the communities we work in, and the world in which we live.



Can-do

- We take a positive and commercially aware “can-do” approach to the opportunities and challenges we face.



Brains, like hearts,
go where they
are appreciated.

-Robert McNamara,
Former U.S. Secretary of Defense

Research shows that the most engaged associates receive praise and recognition from their immediate supervisor at least once every seven days - anything from a "pat on the back" to a simple "thank you" means a great deal.

6

Staying on Target *How We Recognize*

Now that you can identify the specifics of WHY your team members deserve recognition, the next step is to determine HOW you'll award it.

There's no secret formula. Every associate has unique strengths and aptitudes.

Naturally, this requires a little getting-to-know-you time. Spend just a few minutes each day talking with one or more of your associates - perhaps you can keep a checklist to ensure that you've reached out to everyone over days and weeks. Ask associates about their favorite part of their jobs, their goals, and even their hobbies. You will learn if they're outgoing or reserved, if they prefer to be in the spotlight or are more comfortable behind the scenes.

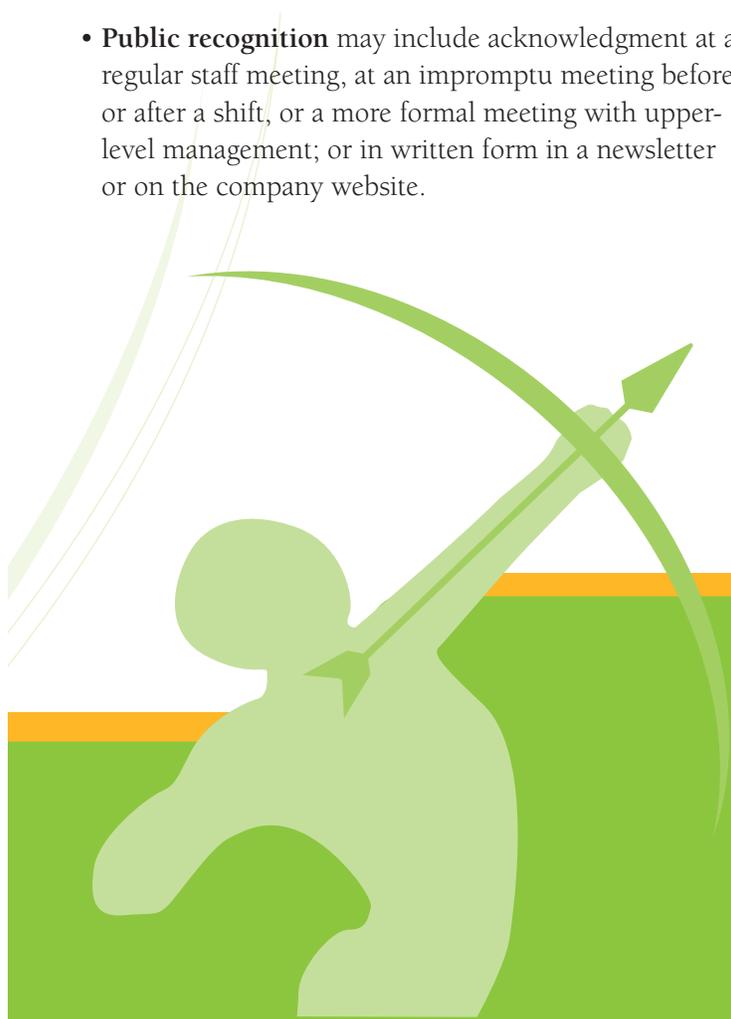
This gives you the knowledge and confidence to aim with impact, recognizing outstanding performance in the style that means the most to each associate.

- **Public recognition** may include acknowledgment at a regular staff meeting, at an impromptu meeting before or after a shift, or a more formal meeting with upper-level management; or in written form in a newsletter or on the company website.

- **Private recognition** can be expressed through an informal one-on-one conversation, a handwritten “thank you” note, a letter of achievement that goes into the associate’s file, or an e-mail on which you copy upper-level management.

No matter which option you choose, you should pair your praise with a tangible reward. It can be as simple as a HERO certificate or note card that the associate can take home to share with family and friends, or a gift certificate for movies, meals, and other merchandise. The HERO pin (\$1.95 on www.mycompasscatalog.com) is an economical addition to a HERO presentation.

Keep in mind that the value of the recognition isn’t tied to a monetary reward. It comes from sincere appreciation and personal connection, which reinforces the Compass Group philosophy of valuing *great people* above all.



Never underestimate the power of a simple, sincere, personalized accolade.

aim to connect

These sentence-starters will help you formulate a simple, specific, personalized accolade:

- You really made a difference by ...
- I’m impressed with ...
- You got my attention with ...
- You’re doing top-quality work on ...
- You’re right on the mark with ...
- One of the things I enjoy most about working with you is ...
- You can be proud of yourself for ...
- We couldn’t have done it without your ...
- What an effective way to ...
- You’ve made the team’s day because of ...

Hitting the Bullseye

Recognition Ideas that Work

The heart of any great organization is effective communication. So talk to your associates. Listen to them. Greet them each day with a friendly hello. Know their names and ask them about their ideas. You never know where the next great idea will come from. Not only does communication keep people focused and engaged, it inspires good will at zero cost. Within this open and collaborative culture, tangible recognition becomes especially rewarding and motivating. It opens the door to positive thinking and keeps the door wide open.

Fun, Creative (and Low-Cost) Recognition Ideas

- At your meetings, announce HEROES and celebrate the achievements of your associates. Encourage them to share success stories in staff meetings and applaud their efforts and outcomes. Lead your team in a standing ovation for an associate who has done an exceptional job.
- Reserve a bulletin board and/or create a Wall of Fame with photos of outstanding associates, along with short descriptions of their award-winning achievements.

Make a poster honoring an outstanding associate. It doesn't have to be elaborate, only sincere in its message of congratulations.

- Name a special award after an associate who has made a significant contribution, such as a safety award, production award, community service award, etc.
- Recognize diversity by attaching a map of the world to a bulletin board and having associates "pin" where they have lived in and out of the United States.
- Present lighthearted "traveling awards" like a plastic light bulb, an action figure, or other symbolic items that an associate can keep for a short time and then pass on to the next recipient of their choosing based on their outstanding performance.
- Invite valued associates to have lunch with the Regional or District Manager.
- Praise deserving associates in front of top management.
- Find out which non-profit or charitable organizations your employees support and post a list of these organizations with employees' names as "Very Important Volunteers."



aim to reinforce

The ultimate goal of recognition is to highlight individual accomplishments while linking them to company values and to the award itself. So it's important to consider these three components when making your presentations:

- the individual,
- their outstanding performance (be specific), and
- the Compass Group value the accomplishment relates to.



*I can live for two weeks
on a good compliment.*

- Mark Twain

**Need meaningful recognition ideas?
Go the source – Ask your associates!**

Don't hesitate to involve your team members in brainstorming the recognition ideas that will mean the most to them. This is a team-building exercise that, literally, yields great rewards.

Set up a system to receive feedback. Perhaps create an Idea Box with questionnaires and pencils included, making it easy for associates to give you quick ideas on the spot. Maybe you distribute forms to associates and ask for these forms to be returned by a certain date.

A few suggested topics and questions for associates:

- What is your preferred way to be recognized? In private, or at a meeting with your peers? Through a conversation or through a personal letter or e-mail?
- Keeping it simple and inexpensive, what are some recognition gifts that you would enjoy receiving?
- Think of themes and fun names for awards – similar to the Academy Awards or sports awards: Best Supporting Actor in a High-Stress Situation; The Backfield in Motion Award for great work on the prep line, etc.

Get off on the right foot with each associate. When someone is hired, say "I know you are going to do great things and I want to know how to reward you." Then spend 10 minutes learning about his or her interests.



The deepest principle of human nature
is the craving to be appreciated.

-William James

Give your team members a voice
in choosing reward recipients.
Once a week or once a month,
gather a small group together to
identify award-worthy associates.

Sharpening Our Skills

The Don'ts and Do's of Recognition

Here are a few things to consider before calling attention to the outstanding achievements of the associates on your team.

DON'T

- Allow too much time to pass between the action and the recognition.
- Use a recognition opportunity or presentation as a time to talk about how far someone has come, or how they could have done even better.
- Be too general or broad in the recognition, with such vague phrases as “Great job” or “Thanks for everything.”
- Tell an anecdote or inside joke that may be inappropriate or embarrass a shy associate.
- Cross the line by overusing recognition, diluting the significance of real achievements and making associates feel that recognition is simply an insincere management tactic.
- Appear to rush through the recognition as if it's an obligation.
- Attempt to steal the spotlight by focusing too much on your goals and your opinions.
- Forget to link the achievement to the Compass Group key values and business objectives.

DO

- Keep comments positive, sincere, and upbeat.
- Recognize the achievement as soon as possible, since immediate feedback is the most effective.
- Take a few minutes of preparation to ensure that the associate's name is pronounced correctly and the achievement is accurately detailed.
- Consider the associate's likes, dislikes, and personal preferences when deciding the appropriate manner of public or private recognition.

- Point out specific behaviors that reinforce key values, with such comments as, "We were short-staffed. You stepped in without being asked and handled the customer's needs with a smile. She left happy and we retained a customer. Now that's a can-do attitude."
- Present all recognition certificates with a bit of "pomp and circumstance" to underscore their importance.
- Ask coworkers, managers, and supervisors to share their comments from their unique perspectives.
- Invite as many peers and other coworkers as possible to join in a presentation or celebration – seeing others recognized inspires us to recommit to our own goals.
- Be consistent with your recognition program and remain committed to its importance, visibility, and ongoing success.

aim to engage

A successful recognition program can result in:

- An engaged workforce that understands how actions, behaviors, and attitudes affect business success
- Profitability and growth
- A culture where people want to do their best
- An organization that attracts new people
- Improved individual attitudes
- Reduced absenteeism and turnover
- Increased teamwork

Ask yourself every day:
"Are we having fun yet?"
If not ... "How can we?"

Guiding the Way

Your HERO CD and Other HEROic Resources

Your HERO manual includes a handy Recognition CD. It contains customizable certificate and note card designs in English and Spanish.

Talk about instant gratification! From this CD, you can select a certificate or note card, customize it by filling in the blanks, print it, and present it (or e-mail it) to your award-worthy associates – just like that! Use these tools often to express your appreciation for your associates' hard work and dedication for going the extra mile. Remember, recognition works best when it's immediate, tangible, and in front of peers. Once you start, you'll be amazed at how easy it is!

great people recognition

For additional recognition items and ideas, visit the links to HERO, Be-A-star, and MyCompassCatalog found on the **Associate Recognition** page of www.realopportunities.com.

Additional Resources

Books for Recognition Tips

Make Their Day! Employee Recognition That Works,
by Cindy Ventrice

Fun Works: Creating Places Where People Love to Work,
by Leslie Yerkes

301 Ways to Have Fun at Work, by Dave Hemsath
& Leslie Yerkes

180 Ways to Walk the Recognition Talk, by Eric Harvey

1001 Ways to Reward Employees, by Bob Nelson

1001 Ways to Energize Employees, by Bob Nelson

Love 'Em or Lose 'Em: Getting Good People to Stay,
by Beverly Kaye & Sharon Jordan-Evans

Gung Ho! Turn on the People in Any Organization,
by Ken Blanchard & Sheldon Bowles

Books to Get Inspired

Whatever It Takes: A Journey Into the Heart of Human Achievement, by Bob Moawad

Reach for the Stars: Give Up the Good to Go for the Great,
compiled by Dan Zadra

To Your Success: Thoughts to Give Wings to Your Work and Your Dreams, compiled by Dan Zadra



aim *higher* with HERO

How do we keep up the great work and inspire our HEROES to achieve even more?

Let's talk.

We welcome your feedback and suggestions. Send them to us at the HERO mailbox: hero@compass-usa.com.

Just as you recognize the HEROES on your team, we'd like to recognize you as a HERO for creating a work environment that motivates your team. We will feature your innovative recognition ideas and success stories on the "HEROES Aim Higher" page of www.realopportunities.com. Use the HERO manual and CD to improve your aim and guide your way — and let us know how it's working!

We look forward to hearing from you!

When we aim higher, we all win! HERO: Helping Everyone Recognize Others.



Three no-cost things you can

do each day to ensure a

happier workplace:

- LISTEN to people.
- LOOK for opportunities to recognize them.
- PRAISE them for their work.



HERO

The *Opportunity* to be Recognized



higher
aim with HERO

