**Q1: What are the essential steps you would most appreciate people taking in trying to get your personal commitment for approving some aspect of a new recognition and rewards initiative, program or budget?**It’s crucial that when they present it to me I can see that they’ve done their due diligence in thinking it through. They should infuse their insights with clarity so I’m crystal clear on their proposal -- both on the “why” and the “how.” What are the benefits? How do we implement? And most importantly, how do we measure it? What does success look like? What are the external benchmarks we can measure the program or initiative against?

If they come to me with these questions already answered, then I’m really listening and we can have a productive discussion around their proposal. And, once I’m committed, I’m also flexible. That’s important too. You can’t plan for everything no matter how carefully you chart your path forward. The planning has to be there. But I’m also looking for an agile approach. In a sense, this means they should demonstrate that they are preparing for the unexpected, which sounds counterintuitive -- but an adaptable mindset is essential. Things will come up. I want to feel confident that all the involved parties are meaningfully committed and prepared but also secure that when we encounter a road bump or something that’s not working, we’ll swiftly course-correct, recalibrate, and move forward.

**Q2: What are 2 or 3 major things you would advise people to AVOID doing if they really want your support on any new or ongoing financial commitment towards recognition and rewards?**The first thing to avoid would be impatience. No matter your level of preparedness, don’t necessarily expect my commitment right away. The decision might require more than one conversation – I might need additional information from you or to consult a trusted mentor, colleague or expert. If I’m not ready to commit right away, don’t get discouraged. Once you come to me with it, I’m engaged and I’m ready to have a collaborative and productive discussion(s) about it, but I also will take the necessary time to ensure we arrive at the best course forward. If I’ve earned your trust, hopefully you have faith that I’m always looking at what will be the best decision for all involved stakeholders.

Another thing would be to avoid BS – know your numbers, come prepared, give me the information I need in a straightforward and honest manner. I promise to do the same! If you’re straight with me, I’ll be straight with you. And, as long as you approach me from a place of authenticity and competence I will always work hard to be my most helpful self to you. We’re in this together.