



THE ROLE OF GRATITUDE IN AN OPEN ORGANISATION

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TOPICS

- The benefits of gratitude
- Examples
- What happens at Red Hat
- What you can do

WHAT ARE THE BENEFITS

- Improve connectedness with other people
- Feel better
- Encourage helping others^[1]
- Improve quality of life
- Reduce perceived stress and mental health^[2]
- Improve organisational commitment^[3]

GRATITUDE

The quality of being thankful; readiness to show appreciation for and to return kindness.

“Gratitude is not only the greatest of virtues, but the parent of all the others” : Cicero



<https://commons.wikimedia.org/w/index.php?curid=380513>

Thank you
love at
and to
had to

HOSPITAL PICU

WellChild 
the national charity for sick children

Dear Friends
Thank you for all your kindness
and care looking after Judith
before and after her surgery.
She is recovering well thanks to
your love and support.
Thank you from all of us
Chain of Hope

(CHAIN
OF
HOPE

cave and
in Leo whilst
cave he
and we couldn't
You do an
if we will be

Fun, June + give the cheeriest toast with
of what to do each day. We continue to tick
of love. Andrew, Michelle
+ Sierra work on

*Cherry: I can't see
each day we continue to thick-
en love. Michelle
+ Steven work very*

To All the Teachers of the world and their families:
*Sincerely,
the students of the world
and their families.
Love is what we need most
in the world and you are the ones who give it to us.*

Name of individual: Pink

Because I observed that:

Excellent care: ☐ Kindness: ☐

Team work: ☐ Respect: ☐

Description:
Arthur was very well cared for and he improved rapidly as a result.

Staff Name: Shirley Bennett G. Hall Date: 5/5/18

this time
 he has been
 thinking
 about us
 about missing
 cause for concern
 day without Peter Rabbit
 their know what recall how
 at her console and how with
 the garden -
 with much love,
 Andrew, Michelle + Sierra
 X X X

THANK YOU!!!

Thank you for fixing my broken heart!!

$$\text{Fe} / \text{Fe}^{2+} \rightleftharpoons \text{Fe}^{2+} + 2\text{e}^-$$

I've honestly don't know how
 have to be beautiful thing like
 too much the different like and that even
 but I would like to say a special that you be a few very special people who really
 helped us through. People like mother, Rebecca + Laura (Mrs) but you are truly not
 something
 everything in our land hospital and everything we have done the same
 her words to be real
 Thank you our sister Royal Bishop

Name of individual or team
Mr. A. J. Smith

Behaviour / observed story
Excellent care

Kindness
☒

Respect
☒

Team work
☒

Description: Very confident, very calm, no nerves!

Your Name: optional
Mr. A. J. Smith

Date
18.08.2018

Please print or be

Thank you!

Saturday Live listeners express their gratitude for good deeds done.

<https://www.bbc.co.uk/programmes/p01ybdtz> [5]



3:46

Royal wedding was one of the highlights of my son's short...

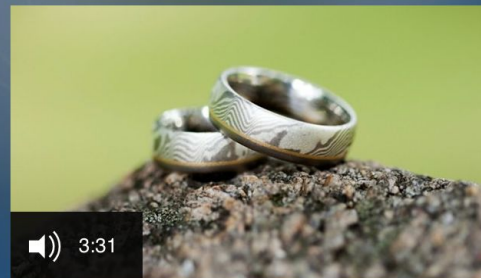
Carol Worwood remembers taking her son Jai to Prince Charles and Lady Diana's wedding.



1:42

Thank You from Emma

Listener Emma thanks a stranger she met on a train.



3:31

Thank you: The doctor who saved us

Tony Wood tells his story of thanks.



2:07

Thank you: Donating a Heart

Thanks



2:18

Thanks: Help in London's Underground

Thank you



2:59

Thanks: Runaway caravan; Lost child rescued.

Marjorie and Chris tell their thank you stories.

OPEN ORGANISATION

“An organisation that ***engages participative communities*** both inside and out” Jim Whitehurst^[6]

EXERCISE

#gratitude
@openorgbook
#rhsummit

Thank someone who has helped you
this week

CREATING AN ENVIRONMENT TO EXPRESS GRATITUDE



Waqaas Kausar

tony++

Expressing gratitude



redken

Waqaas Kausar

tony++

tony now has 100 karma points.

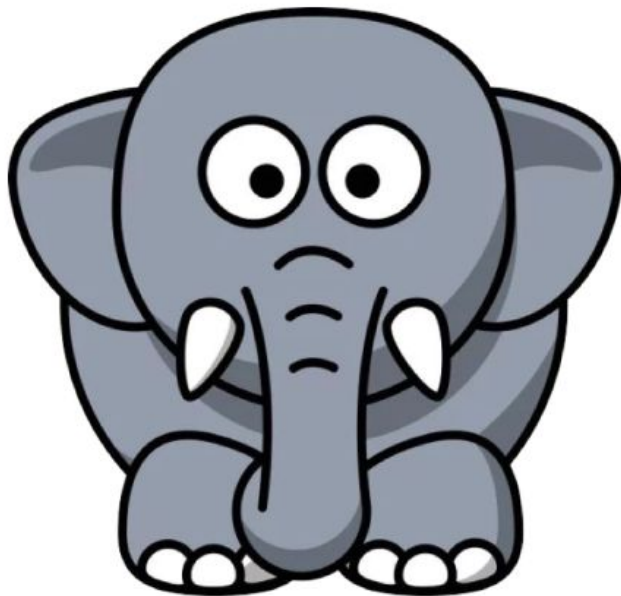


Waqaas Kausar

tony++



redken



Expressing gratitude



redken

Waqaas Kausar

tony++

tony now has 100 karma points.



SHARING

RED HAT REWARD ZONE

+25

+10

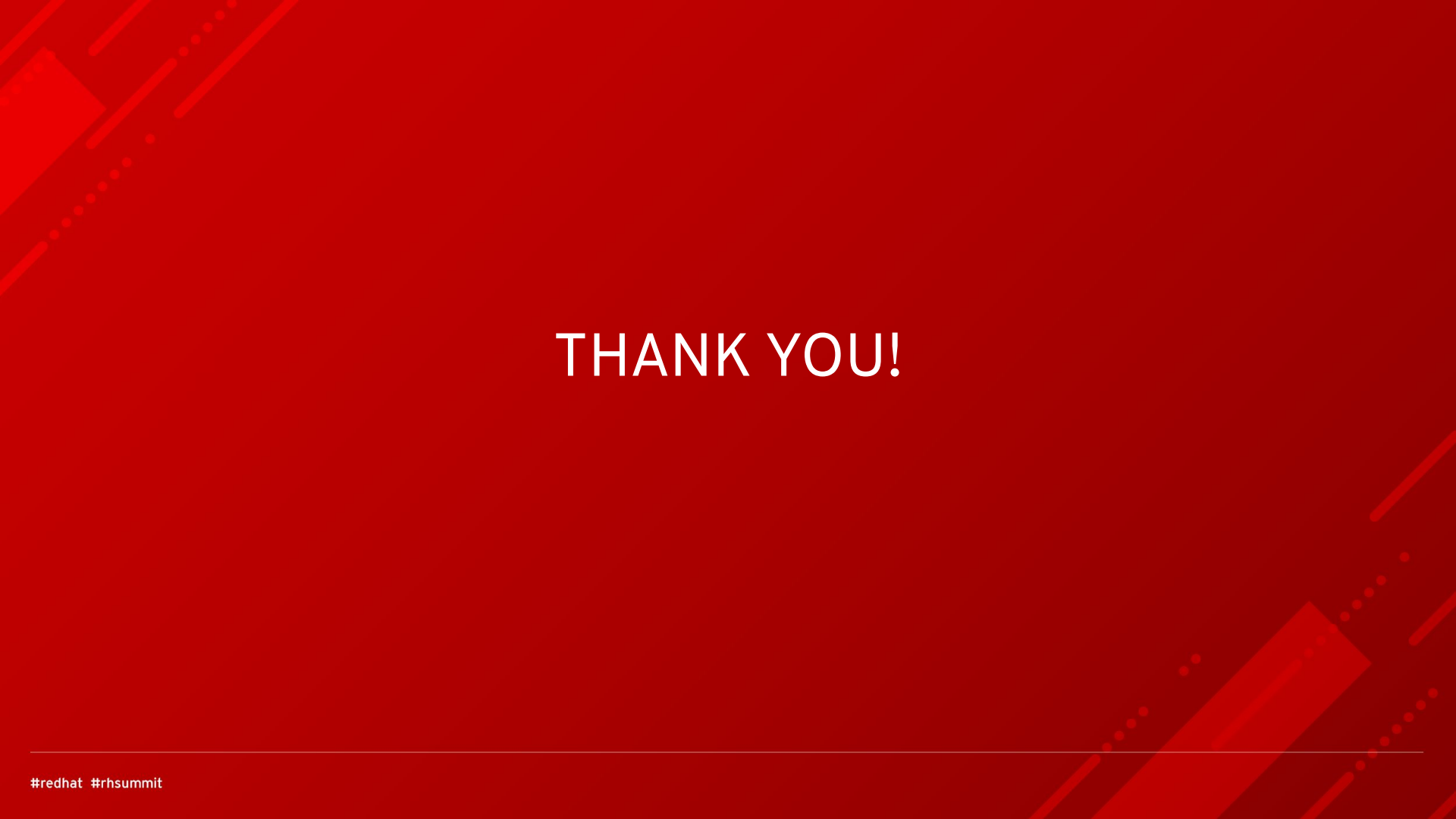


TOP TIPS

- Make it easy to express gratitude
- Make that gratitude visible in the community
- Allow anyone to express gratitude to anyone in the community
- Immediacy - do it as soon as possible
- Link thanks to an explanation of why you are thanking someone
- Go out of your way to thank people who normally don't get thanked
- Gratitude cannot be imposed, don't try and force this

SUMMARY

- Benefits of gratitude
- Examples
- Experiment to make you feel better
- Gratitude to encourage an open organisation
- Some ideas on how to encourage gratitude



THANK YOU!

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[*PLoS ONE*](#), 12.7 (July 7, 2017): pe0179123.

[2] The relationship between dispositional gratitude and quality of life: The mediating role of perceived stress and mental health

[Ahmad Valikhani](#), [Fatemeh Ahmadnia](#), [Alma Karimi](#) and [Paul J. Mills](#)
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[3] Perceptions of sacrifice, workplace friendship and career concerns as explanatory mechanisms of employees' organisational commitment

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[4] Effect of Transcranial Direct Current Stimulation of the Medial Prefrontal Cortex on the Gratitude of Individuals with Heterogeneous Ability in an Experimental Labor Market

[Pengcheng Wang](#), [Guangrong Wang](#), [Xiaofei Niu](#), [Huiliang Shang](#) and [Jianbiao Li](#)
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[5] BBC Radio 4 - Saturday Live, Thank You segment:

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[6] Whitehurst, J; “The Open Organisation”, 2015, Harvard Business Review Press

[7] Emmons, R. A; “The Little Book of Gratitude”, 2016, Octopus Publishing



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**RED HAT
SUMMIT**

THANK YOU



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