

FRICTION

INTERPERSONAL

The Praise That Travels

The Experiment: Write a Toast for Your Team

Duration: One week

Time required: 5–10 minutes daily

Goal: This is not a speech you have to deliver. Think of it as a practice that trains your attention and gives you language you can use so you can be more consistent in providing valuable, positive feedback weekly, maybe even daily!

Step One: Choose Three People

1. Someone who carries a lot quietly

2. Someone who recently grew
(even if imperfectly)

3. Someone you rely on but rarely name

Step Two: Use this Template to Write a 90-Second Toast for Each

1. The moment I'm thinking of:
Name a specific scene
(meeting, project, tough week).

2. What the person did (observable):
No adjectives without evidence.
Describe behavior.

3. The impact (on people/work):
What changed because of them?

4. What it reveals about them:
A character strength:
steadiness, courage, care,
judgment, patience, initiative.
5. What I hope they keep doing:
A simple future-facing line.

Step Three: Decide Where it Should Travel

For each toast, choose two moves:

- **In the room:** Share one sentence directly with them this week (Slack/Teams, email, or face-to-face).
- **In the absent room:** Share one sentence about them in a meeting they’re not in (credibly and specifically). This is how you build reputation.

Step Four: Keep a “Toast File”

Start a running note called Toasts. Add lines as you notice them. The goal is to stop relying on big milestones to share, as Ken Blanchard said, “when you catch people doing things right.”