



# LAWYER WELL-BEING WEEK

MAY 4-8, 2020

MON



**STAY STRONG**

Physical Well-Being

TUES



**ALIGN**

Spiritual Well-Being

WEDS



**ENGAGE & GROW**

Career & Intellectual Well-Being

THURS



**CONNECT**

Social Well-Being

FRI



**FEEL WELL**

Emotional Well-Being

# LAWYER WELL-BEING WEEK ACTIVITY PLANNING GUIDE

1

Activity Title:	Make Kindness The Norm
Well-Being Dimension:	Social
Complexity Rating (1 to 3):	Level 1 – Low Cost/Low Administration, Individual Level Level 2 – Medium Cost/Medium Administration, Group Level
Required Resources/Materials:	Depends on complexity 1 – Email or phone 2 – Printer, Room, Coordinator, there are several alternatives for this level. Some which don't have costs beyond printing, and others that offer prizes putting the cost around \$200
Author:	Courtney Wylie, Faegre Drinker Biddle & Reath LLP, courtney.wylie@faegredrinker.com, Wylie.com

### Activity Objective:

To encourage lawyers to experience connection and belongingness with others through a kindness challenge.

### Well-Being Connection (How/Why Does this Work?)

Social connection improves physical health and mental and emotional well-being. We all tend to think of physical things when it comes to our well-being, not recognizing that social connection is just as critical.

In fact, one landmark study indicated that lack of social connection is a greater detriment to health than obesity, smoking and high blood pressure. People who feel more connected to others have lower levels of anxiety and depression. Moreover, studies show they also have higher self-esteem, greater empathy for others, are more trusting and cooperative and, as a consequence, others are more open to trusting and cooperating with them. In other words, social connectedness generates a positive feedback loop of social, emotional and physical well-being.

Research unfortunately shows that loneliness is on the rise. Despite its clear importance for health and survival, research shows that social connectedness is waning at an alarming rate in the US. A revealing sociological study showed that the modal number of close others (i.e., people with whom one feels comfortable sharing a personal problem) Americans claimed to have in 1985 was only three. In 2004 it dropped to zero, with over 25% of Americans saying that they have no one to confide in. This survey suggests that one in four people that we meet may have no one they call a close friend!

### Well-Being Connection (How/Why Does this Work?)

People low in social connection are more vulnerable to anxiety, depression, antisocial behavior, and even suicidal behaviors which tend to further increase their isolation. Most poignantly, a landmark survey showed that lack of social connectedness predicts vulnerability to disease and death beyond traditional risk factors such as smoking, blood pressure, and physical activity! Eat your greens and exercise, yes, but don't forget to connect.

### So How Do You Improve Your Social Well-Being?

Science shows that kindness isn't only contagious, it's teachable. The benefits of kindness go beyond the individual and can affect those around us. The positive effects of kindness are experienced in the brain of everyone who witnesses the act of kindness, not only improving the mood of the giver and the receiver but of those in the area. In fact, research shows that they are significantly more likely to pay it forward.

### Benefits of Kindness:

- Witnessing acts of kindness produces oxytocin, occasionally referred to as the 'love hormone' which aids in lowering blood pressure and improving our overall heart-health. Oxytocin also increases our self-esteem and optimism, which is extra helpful when we're anxious or shy in a social situation. [Natalie Angier, The New York Times](#)
- "About half of participants in one study reported that they feel stronger and more energetic after helping others; many also reported feeling calmer and less depressed, with increased feelings of self-worth". [Christine Carter, UC Berkeley, Greater Good Science Center](#)
- Giving help to others protects overall health twice as much as aspirin protects against heart disease. People 55 and older who volunteer for two or more organizations have an impressive 44% lower likelihood of dying early, and that's after sifting out every other contributing factor, including physical health, exercise, gender, habits like smoking, marital status and many more. This is a stronger effect than exercising four times a week or going to church." [Christine Carter, Author, "Raising Happiness; In Pursuit of Joyful Kids and Happier Parents."](#)
- According to [research from Emory University](#), when you are kind to another person, your brain's pleasure and reward centers light up, as if you were the recipient of the good deed—not the giver. This phenomenon is called the "helper's high."
- A group of highly anxious individuals performed at least six acts of kindness a week. After one month, there was a significant increase in positive moods, relationship satisfaction and a decrease in social avoidance in socially anxious individuals. [University of British Columbia Study](#).

### Procedure

#### LEVEL 1:

The below can be done at an individual or an organizational level for low to minimal cost.

For individuals –

#### a. Preparation

Challenge yourself to engage in a 6 Random Acts of Kindness today! Need ideas? Find them here. Share your experience with others around you! #MakeKindnessTheNorm #RandomActsofKindnessDay [Provide link to 100 acts of kindness materials provided] Practice kindness at work today and every day after with this 12 month Kindness in the Workplace Calendar. #RandomActsofKindnessDay #RandomActsofKindnessWeek #MakeKindnessTheNorm [Provide link to calendar attached in materials and/or link below]

### Procedure

For Organizations:

Prep:

Email Announcement: Have a firm leader send the following email and personalize it with a message encouraging others to participate for the day.

Print copies of the attached random acts of kindness list and hang them around the office.

Print the random acts of kindness cards and have them cut, and/or the random acts of kindness bingo and have 6 cards dropped off to each person to use and one bingo card.

Kindness Bingo – Order 20 gift cards of \$10 each to a nearby coffee or lunch spot.

Print the Recognition Award Certificates to be delivered.

Dear \_\_\_\_\_,

As part of Lawyer Well-Being week, we are instituting The Kindness Challenge and asking everyone to engage in six random acts of kindness for their co-workers today. The scientific benefits of kindness on social interaction and well-being are extensive and we hope that you will join us in this challenge today.

Attached to this email and around the office are some ideas to get you started. We have provided you with six cards that you can use to let someone know that they have been the beneficiary of your kindness. You can choose to sign them or leave them anonymously.

[Optional] You have all also received a Kindness Bingo card – the 20 people to get a Kindness Bingo and bring their card to {Insert Person} will receive a prize!

[Alternatively – you can ask everyone to bring their lunches to a common area and hand out the Kindness Bingo cards at lunch and participate that way!]

Feel free to challenge each other today and exceed the six acts! We hope you share with us selfies throughout the day.

#MakeKindnessTheNorm

At End of Day:

Choose 1-20 individuals who went above and beyond in the challenge. Have a certificate for them signed by a firm leader and delivered.

Share a message at the end of the day from the organization or firm:

Thank you for Making Kindness the Norm during #LawyerWellBeingWeek! Don't forget to do something kind for yourself! Relax, read, sleep, run, cook, whatever makes you happy!

#MakeKindnessTheNorm

a. Preparation

### Suggestions for Resources

#### Videos:

[The Science of Kindness](#)

<https://youtu.be/O9UBByLyOjBM>

#### Articles:

See links above.

#### Additional Materials:

The [12-month Kindness @ the Workplace Calendar](#) can be provided to people on mobile calendars:

You can also subscribe to this calendar—so you can see the daily kindness ideas in your Outlook, Google or iOS calendar [using this ICAL link](#).

Note, some calendar software require you to copy & paste an .ics link to subscribe so here's a link to do that:  
<https://calendar.google.com/calendar/ical/0ppdnjc906p7k3vak08fa7o1mo%40group.calendar.google.com/public/basic.ics>

#### Social Media Posts:

Did you know that kindness is contagious? Spread the joy. #MakeKindnessTheNorm #LawyerWellBeingWeek

Practice kindness at work today and every day after with this 2 month Kindness in the Workplace Calendar.  
#LawyerWellBeingWeek #MakeKindnessTheNorm

#### More Ideas

More ideas are found in the folder with shareable meme quotes on kindness – make these available to those who participate to share on their own social media!

# **Make Kindness the Norm**

## **Activity Resource Materials**

- **12 Month Kindness Calendar & Printable Signs**
- **Kindness Challenge Pay it Forward Cards**
- **Kindness Bingo Cards**
- **Certificate for Kindness Challenge Winners**
- **Acts of Kindness Idea Lists**
- **The Kindness Challenge Graphic**
- **Acts of Kindness Workplace Study**
- **Memes/Graphics to share to create buzz or excitement around activity**  
Some images are provided. For more available for use,  
please visit: <https://www.randomactsofkindness.org/kindness-quotes>

**make  
kindness  
the norm.**<sup>TM</sup> 

A year-long journey of kindness, compassion, and self-care designed specifically for the workplace.



Don't believe in climate change? It's real. And, scientifically proven.

When you infuse kindness into the workplace, you will change the climate. Period.  
(You thought we were going to get political, didn't you?)

The coolest thing is that each month has a theme encouraging us to be kinder. There are six themes that are the core values for everything we do at The Random Acts of Kindness Foundation (courage, caring, integrity, inclusiveness, respect and responsibility). Because there are 12 months in a year, we've added another six themes (happiness, love, self-care, resilience, gratitude and celebration) that align with making the world a *warmer* (are you getting all my climate jokes?) and kinder place.

Wondering how the calendar works? It works however YOU want it to work. No pressure. Do things as a team, or do it alone. You can do all of the ideas, some of them, or none of them! Check out the monthly team activity, or challenge your colleagues to do as many acts of kindness as possible throughout the month! Make sure it plays into your own workplace culture and best practices. Don't feel pressured to complete every idea or activity.

The calendar is meant to inspire kindness, not be one more thing you have to do. And don't worry if not everyone wants to participate. Some people do kindness in their own way and prefer to keep it quiet.

Just be you and do kindness your way. Use the calendar as a tool to help inspire and empower you and your team!

**DON'T  
WORRY.♥  
BE HAPPY.♥**

**make  
kindness  
the norm.™**

[www.randomactsofkindness.org](http://www.randomactsofkindness.org)

# JANUARY 2020

## HAPPINESS

“HAPPINESS IS NOT SOMETHING READY MADE. IT COMES FROM YOUR OWN ACTIONS.” —DALAI LAMA

SUN	MON	TUE	WED	THU	FRI	SAT
<p>DECEMBER</p> <p>S M T W Th F Sa</p> <p>1 2 3 4 5 6 7</p> <p>8 9 10 11 12 13 14</p> <p>15 16 17 18 19 20 21</p> <p>22 23 24 25 26 27 28</p> <p>29 30 31</p>	<p>FEBRUARY</p> <p>S M T W Th F Sa</p> <p>1</p> <p>2 3 4 5 6 7 8</p> <p>9 10 11 12 13 14 15</p> <p>16 17 18 19 20 21 22</p> <p>23 24 25 26 27 28 29</p>	<p>NEW YEAR'S EVE 31</p>	<p>NEW YEAR'S DAY 1</p> <p>Write a letter to your future self at <a href="http://futureme.org">futureme.org</a> and schedule it to send on 12/31/2020.</p>	<p>2</p> <p>Place a note of appreciation on someone's desk. Then write one for yourself!</p>	<p>3</p> <p>Clip or print inspirational news stories to leave in a gathering space.</p>	<p>4</p> <p>Belly laugh today!</p>
<p>5</p> <p>Leave coupons at the grocery store next to the item on each coupon.</p>	<p>6</p> <p>Fill a jar with candy and compliments to give to a colleague.</p>	<p>7</p> <p>Do at least one thing today that brings you joy.</p>	<p>8</p> <p>Tape kind notes to chocolate bars and hand them out around the office.</p>	<p>9</p> <p>Eat your favorite meal.</p>	<p>10</p> <p>Bring an extra snack to share with a colleague.</p>	<p>11</p> <p><b>FREE DAY!</b> What will make you happy today?</p>
<p>12</p> <p>Be generous with your words today—say positive things to yourself and others.</p>	<p>13</p> <p>Give someone the gift of your ear today by just listening to them.</p>	<p>14</p> <p>Tell someone that you love and appreciate them.</p>	<p>15</p> <p>Put on your favorite outfit and go out on the town.</p>	<p>16</p> <p>Give public praise to someone who has helped you.</p>	<p>17</p> <p>Update your work area with images, quotes, or objects that make you happy.</p>	<p>18</p> <p>Make a donation to a charity—every bit counts.</p>
<p>19</p> <p>Tip a little more than usual.</p>	<p>20</p> <p>Bring your coworker or boss their favorite drink in the morning.</p>	<p>21</p> <p>Give a customer a big smile.</p>	<p>22</p> <p><b>FREE DAY!</b> Think back to something you did as a child that made you happy and do it today!</p>	<p>23</p> <p>Give someone a high five and a compliment.</p>	<p>24</p> <p>Tell someone how they have helped you grow.</p>	<p>25</p> <p>“Accidentally” drop a dollar on the ground for someone to find.</p>
<p>26</p> <p>Take an enjoyable afternoon nap today.</p>	<p>27</p> <p>Share your happiness with those around you.</p>	<p>28</p> <p>Bring an extra umbrella to work to lend out when it's raining.</p>	<p>29</p> <p>Wake up early today and find a place to watch the sunrise.</p>	<p>30</p> <p>Find a different area in your office to work from today.</p>	<p>31</p> <p>See how you're doing on the “Best Possible Future” activity and keep working toward your goals!</p>	<p>1</p>

### TEAM ACTIVITY

#### BEST POSSIBLE FUTURE

Write down your best possible future to get a boost in optimism about your career, making that best possible future more likely to come true.

On a piece of paper, answer the questions about the aspects of your best possible future, three years from now at work.

In an ideal world, three years from now, at work:

1. What projects are you working on?
2. Who are you working with?
3. What position do you hold?
4. What else is going on in your career that is contributing to your happiness and success?

Return to this activity at least once a year to boost your optimism about your ideal future; and to celebrate any progress you've made so far!

Credit: [HappyBrainScience.com](http://HappyBrainScience.com)  
<https://bkind.ly/happy-brain-science>

### THE SCIENCE OF KINDNESS

Writing about your best possible self increases optimism, which increases happiness, which then makes it more likely that your “best possible future” will be realized.

<https://bkind.ly/best-possible-self>

LOVE IS  
ALL YOU  
NEED.♥

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# FEBRUARY 2020

## LOVE

“WHEN LOVE AND SKILL WORK TOGETHER, EXPECT A MASTERPIECE.” —JOHN RUSKIN

SUN	MON	TUE	WED	THU	FRI	SAT
<p>JANUARY</p> <p>S M T W Th F Sa</p> <p>1 2 3 4</p> <p>5 6 7 8 9 10 11</p> <p>12 13 14 15 16 17 18</p> <p>19 20 21 22 23 24 25</p> <p>26 27 28 29 30 31</p>	<p>MARCH</p> <p>S M T W Th F Sa</p> <p>1 2 3 4 5 6 7</p> <p>8 9 10 11 12 13 14</p> <p>15 16 17 18 19 20 21</p> <p>22 23 24 25 26 27 28</p> <p>29 30 31</p>	28	29	30	31	1
2	3	4	5	6	7	8
Send flowers to someone. If you can't send flowers, send them a text or email.	Leave a note of appreciation for someone you work with thanking them for their support.	<b>FREE DAY!</b> How can you show love today?	Make sure everyone in meetings today feels included.	Listen to your heart. Make at least one decision today based on what your heart is telling you.	Ask a coworker how they are doing and really listen to their answer.	Show some love by picking up litter when you're out and about this weekend.
9	10	11	12	13	14	15
If you have pets, give them little extra love today. If not, go out for a walk and strike up a conversation with someone walking their dog (and give the pup a belly rub)!	Leave positive-affirmation sticky notes around common areas.	Find a way to include others in a conversation today.	Leave a note of thanks for the cleaning crew or mail delivery person.	Lend a helping hand when you see an opportunity today.	VALENTINE'S DAY Head over to the card-writing station and make a few cards!	Let someone merge in front of you in traffic today.
16	17	18	19	20	21	22
<b>RAK DAY      RANDOM ACTS OF KINDNESS WEEK</b>						
Give someone an unexpected note of appreciation.	Go out of your comfort zone today by doing something extra special for someone!	Help someone brainstorm for a project they're working on.	Do something that will make someone (and yourself!) happy.	Prepare a meal for someone struggling at work.	Put yourself in the shoes of someone who may be upsetting you.	Leave money at the vending machine so someone can enjoy a free treat.
23	24	25	26	27	28	29
Help someone with a heavy load.	Give a friend or co-worker a book that has impacted you in a positive way.	Take a deep breath and smile knowing you are loved.	Send an encouraging email to a friend or co-worker.	Write out another card at the card-writing station for someone.	Celebrate all the love you've spread this month!	Give someone your vote of confidence today.

## TEAM ACTIVITY

### SPREAD THE LOVE

Set up a card-writing station this month with all kinds of fun items like markers, colored paper, stickers and other craft items. Encourage people to write notes to be given to co-workers, friends and family throughout the month. The notes can be signed or remain anonymous.

Consider placing the card-writing station in a common area such as a break room or kitchen. Think about putting a sign up saying something like:

For the month of February, we are going to 'spread the love'!

This is an opportunity for you to write notes of appreciation for your colleagues, supervisor, friends, family or whomever you choose!

Think about everyone for whom you have gratitude; including those who clean our space, make our food or keep the lights on! Get creative and write as many as you like!

## THE SCIENCE OF KINDNESS

According to Brené Brown, a research professor at the University of Houston, allowing ourselves to feel vulnerable at work (and be mindful of those feelings) can lead to love, belonging, joy, courage, empathy, and creativity.

“What most of us fail to understand... is that vulnerability is also the cradle of the emotions and experiences that we crave,” says Dr. Brown. “Vulnerability is the birthplace of love, belonging, joy, courage, empathy, and creativity.”

<https://bkind.ly/dare-to-be-vulnerable>

**TREAT  
OTHERS  
AS YOU  
WANT TO BE  
TREATED.♥**

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# MARCH 2020

## RESPECT

“RESPECT FOR OURSELVES GUIDES OUR MORALS, RESPECT FOR OTHERS GUIDES OUR MANNERS.” —LAURENCE STERNE

SUN	MON	TUE	WED	THU	FRI	SAT																																																																																				
1 Tell a cashier they are doing a great job.	2 Offer to help on a project you aren't involved in.	3 Compliment your boss on something they have done to help you grow.	4 Clean up your workspace and any shared space.	5 <b>FREE DAY!</b> Find a way to show someone how much you respect them.	6 Plan your weekend around the theme of respect.	7 Reach out to a neighbor to offer any kind of 'neighborly help' you can give.																																																																																				
8 Apologize when you've made a mistake and accept someone else's apology.	9 Let someone merge in front of you in traffic.	10 Be open to hearing something new from someone today.	11 Tell someone why you're grateful to have them in your life.	12 Head out for a brisk walk today and pick up any litter you see.	13 Congratulate someone on getting a project done.	14 Listen to Aretha Franklin's "RESPECT" song today.																																																																																				
15 Say hello to a stranger and SMILE!	16 Share a positive review of a business partner or give a LinkedIn recommendation.	17 Don't interrupt when someone else is talking.	18 Save paper by trying not to print anything unnecessarily.	19 Share with your colleague(s) one thing you respect about them.	20 INTERNATIONAL DAY OF HAPPINESS Do something that makes you happy today! Do something that will make someone else happy as well!	21 Say hello to three strangers today.																																																																																				
22 Give someone a call today and let them know you are thinking about them.	23 Invite someone to a brainstorming meeting who wouldn't normally attend.	24 Get rid of three things you never use.	25 <b>FREE DAY!</b> What can you do to respect the environment today?	26 Leave a sticky note on someone's phone letting them know you value them.	27 Start using a water bottle at work to cut down on waste.	28 Try to be truly present with others today.																																																																																				
29 Apologize to someone with whom you've had a past conflict.	30 Write a letter of recommendation for an employee.	31 Celebrate your March activity success as a team.	1	2	<table border="0"> <tr> <td colspan="6">FEBRUARY</td> <td colspan="6">APRIL</td> </tr> <tr> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F Sa</td> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F Sa</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td>1</td> <td></td><td></td><td></td><td>1</td><td>2</td><td>3 4</td> </tr> <tr> <td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7 8</td> <td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10 11</td> </tr> <tr> <td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14 15</td> <td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17 18</td> </tr> <tr> <td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21 22</td> <td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24 25</td> </tr> <tr> <td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28 29</td> <td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td> </tr> </table>		FEBRUARY						APRIL						S	M	T	W	Th	F Sa	S	M	T	W	Th	F Sa						1				1	2	3 4	2	3	4	5	6	7 8	5	6	7	8	9	10 11	9	10	11	12	13	14 15	12	13	14	15	16	17 18	16	17	18	19	20	21 22	19	20	21	22	23	24 25	23	24	25	26	27	28 29	26	27	28	29	30	
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### TEAM ACTIVITY

#### RESPECT SHOUT-OUTS

Start your meetings with a one to two minute 'shout out' of respect for someone. Let them know what you respect about them and call out a specific time when they have been helpful or done something meaningful for you. It could even be something you witnessed them doing for someone else.

The expressions can be verbal or written. Find out what works best for your team. In small teams, everyone should have an opportunity for a 'shout out'. In larger teams, think about choosing one person to focus on for a weekly or monthly meeting.

Example: "Jessica, one of the things I respect most about you is how you always find a solution to a problem, no matter what challenges come up. You don't let them get in your way. Just the other day, I saw you working with a difficult customer. You were patient, listened to them and found a solution that worked for them and for the company. I really respect that about you."

### THE SCIENCE OF KINDNESS

Expressing and receiving respect or gratitude increases happiness, sets a positive tone for the meeting or workshop, and puts brains into a positive, creative and problem-solving state.

<https://bkind.ly/expressing-gratitude>

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YOU THE  
PRIORITY.♥**

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# APRIL 2020

## SELF-CARE

**"SELF-CARE IS NEVER A SELFISH ACT—IT IS SIMPLY GOOD STEWARDSHIP OF THE ONLY GIFT I HAVE, THE GIFT I WAS PUT ON EARTH TO OFFER OTHERS."** —PARKER PALMER

SUN	MON	TUE	WED	THU	FRI	SAT
<p>MARCH</p> <p>S M T W Th F Sa</p> <p>1 2 3 4 5 6 7</p> <p>8 9 10 11 12 13 14</p> <p>15 16 17 18 19 20 21</p> <p>22 23 24 25 26 27 28</p> <p>29 30 31</p>	<p>MAY</p> <p>S M T W Th F Sa</p> <p>1 2</p> <p>3 4 5 6 7 8 9</p> <p>10 11 12 13 14 15 16</p> <p>17 18 19 20 21 22 23</p> <p>24 25 26 27 28 29 30</p> <p>31</p>	31	1	2	3	4
5	6	7	8	9	10	11
Breathe deeply and take a moment to appreciate the person you are!	Liven up your workspace with quotes, images or items that make you smile.	Make your voice heard today! Share an idea that will make things better at your place of work.	<b>FREE DAY!</b> What can you do to practice self-care today?	Talk about something other than work with a colleague.	Do something you love today.	Celebrate everything you accomplished this week!
12	13	14	15	16	17	18
Set positive intentions for the week.	Start a new book about a topic that is completely new to you.	Address a concern or issue you've been having with a colleague. Keep a positive mindset and good intentions.	Place a plant on your desk or in your workspace.	Take a moment to hear the kind things being said about you.	When others are gossiping, be the one to chime in with something nice.	Stand up for someone or something you believe in.
19	20	21	22	23	24	25
<b>FREE DAY!</b> Enjoy this beautiful day by doing something you enjoy!	Make a list of goals for the week and celebrate each one that you accomplish.	Prepare a favorite treat to share with your colleagues tomorrow. Share a fun memory of eating that food.	EARTH DAY & ADMINISTRATIVE PROFESSIONALS' DAY Make an effort to use kind words in all your interactions today.	BRING YOUR CHILD TO WORK DAY Think of a time when you went outside your comfort zone. Be proud of that moment!	Get out, breathe the air and soak up some sunshine.	Tap into your creative side. Create something today!
26	27	28	29	30	1	2
Wake up early and appreciate the sunrise.	Treat yourself to a healthy lunch today.	Ask a colleague what they appreciate about you.	Go through emails and respond to what you can. Delete the ones that you don't need.	Review your self-care plan and celebrate what you've already accomplished on the list!		

## TEAM ACTIVITY

### CREATE A SELF-CARE PLAN

Spend time this month developing a self-care plan for yourself at work. It can include everything from your physical care to emotional and spiritual well-being.

Think about what and how you eat during the day. What could you do differently? Do you get enough exercise, even if it includes going for a walk outside?

What or who keeps your energy up during the day? Are you surrounding yourself with people who lift you up rather than bring you down? Are you finding ways to boost your energy levels?

Take about 10-15 minutes to create a plan that includes 5 things you can do to take better care of yourself while at work. Post it where you'll see it everyday.

## THE SCIENCE OF KINDNESS

Check out some amazing TED Talks on the importance of self-care!

<https://bkind.ly/self-care>

FALL  
SEVEN  
TIMES.♥  
STAND UP  
EIGHT.♥

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# MAY 2020

## COURAGE

“OPTIMISM IS THE FOUNDATION OF COURAGE.” —NICHOLAS M. BUTLER

SUN	MON	TUE	WED	THU	FRI	SAT
<p>APRIL</p> <p>S M T W Th F Sa</p> <p>1 2 3 4</p> <p>5 6 7 8 9 10 11</p> <p>12 13 14 15 16 17 18</p> <p>19 20 21 22 23 24 25</p> <p>26 27 28 29 30</p>	<p>JUNE</p> <p>S M T W Th F Sa</p> <p>1 2 3 4 5 6</p> <p>7 8 9 10 11 12 13</p> <p>14 15 16 17 18 19 20</p> <p>21 22 23 24 25 26 27</p> <p>28 29 30</p>	28	29	30	1	2
3 Talk to someone new today—a neighbor you haven't met or someone standing in line with you!	4 Share an idea you have at a meeting today.	5 Apologize when you've made a mistake and be willing to accept someone else's apology.	6 Say hello to a stranger and SMILE!	7 Introduce yourself to someone new at work.	8 Have that tough conversation you've been avoiding. Remember to be kind with your words.	9 Be courageous by trying a new type of food today.
10 Plan to do one thing outside of your comfort zone today and then do it!	11 Write a note of recommendation for a colleague or employee today.	12 <b>FREE DAY!</b> Be brave and do another thing that's outside of your comfort zone.	13 Validate someone else's perspective.	14 Forgive yourself for something you've done.	15 Ask a coworker to go on a walk with you over your lunch break.	16 Spend the day creating positive energy with everything you do and say.
17 Buy coffee for someone in line behind you.	18 Leave a sticky note on someone's work space letting them know you value them.	19 Assume the best in everyone you come in contact with today.	20 Strike up a conversation with someone new today!	21 Do that thing you've been putting off for a while. You know... that thing.	22 Be vulnerable with someone or allow someone to be vulnerable with you.	23 Watch a movie about courage or bravery.
24 <b>FREE DAY!</b> Try an activity that you've never tried before.	25 Write a note to yourself outlining five positive things about yourself.	26 Call a friend and tell them why you are grateful for them.	27 Start a meeting with a round table of celebrations.	28 When others are gossiping, be the one to chime in with something nice.	29 Share your best piece of advice with someone who could use it.	30 Find an opportunity to give a compliment today.
31 Celebrate how courageous you've been this month!	1	2	3	4	5	6

## TEAM ACTIVITY

### ZEN COUNTING

This incredibly simplistic exercise can be quite challenging. It appeals to your company's introverts and other individuals that enjoy thought-provoking interactions.

Teams sit in a circle facing away from each other. In no particular order, they are instructed to count from 1 to 10 aloud with each member only saying, at most, one number. No other words are to be spoken. If you talk over someone or repeat another, the exercise starts back at one.

This exercise creates stillness and teaches team members to work through discomfort; to find courage in spite of not-knowing what will happen next. It helps them listen carefully to one another.

Credit: <https://bkind.ly/team-building>

## THE SCIENCE OF KINDNESS

In its simplest form, courage is the willingness to act in the face of fear, uncertainty, and doubt.

The core skills regarding courage are the willingness to act and the ability to manage fear and anxiety in order to maintain the ability to act.

You can actively cultivate both skills.

Individuals who are willing to focus on and consistently perform the mental exercises unique to building courage can strengthen and improve these core skills. With both skills—the willingness to act and the ability to manage fear—improvement comes from re-framing one's internal story and mindset.

<https://bkind.ly/science-of-courage>

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CONNECTION.♥**

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# JUNE 2020

## INCLUSIVENESS

“INCLUSION IS THE CELEBRATION OF DIVERSITY PUT INTO ACTION.” —DR. ILENE SCHWARTZ

SUN	MON	TUE	WED	THU	FRI	SAT																																																																																																
31	1 Address a concern or issue you've been having with a co-worker keeping a positive mindset.	2 Invite a colleague to have lunch with you today.	3 <b>FREE DAY!</b> How can you be more inclusive of others at work today?	4 Eat at a new restaurant today where you can support a different culture from your own.	5 Thank someone who helped you today.	6 Take a slow walk through your neighborhood and say 'hi' to someone you pass by.																																																																																																
7 Show a genuine interest in someone in your family or friend circle today.	8 Introduce yourself to someone new and ask them about something they enjoy doing.	9 When others are gossiping, be the one to chime in with something positive.	10 Bring in a favorite treat to share with your colleagues. Share a fun memory of eating that food.	11 Listen to everyone's opinion in a meeting and thank them for sharing.	12 Place positive quotes about inclusiveness around common spaces at work.	13 Connect with a new group of people on social media and introduce yourself.																																																																																																
14 Pick someone from your family tree to research and see what you can find out about them.	15 Stop and have a conversation with someone you don't normally interact with at some point today.	16 Rotate who runs your meetings.	17 <b>FREE DAY!</b> Get creative! Make up your own RAK today!	18 Bounce an idea off someone unexpected in your office.	19 Look up one of your favorite words and see how it translates into another language.	20 Start a book or read an article about a topic that is completely new to you.																																																																																																
21 Drive to a new area and explore!	22 Start planning a potluck to celebrate inclusion. Hold it on the last day of the month! Ask people to bring something from their original or adoptive culture.	23 <b>FREE DAY!</b> Make sure to be inclusive of others today!	24 Take a moment to share kind words about those in your workplace.	25 Take time to listen to someone else's ideas.	26 Talk about something other than work with a colleague.	27 Find one way to be more involved in your community.																																																																																																
28 Stand up for something or someone you believe in.	29 Set positive intentions for this week.	30 Enjoy the potluck you planned earlier. If you didn't plan one, invite someone new to lunch today!	1	2	<table border="0"> <tr> <td colspan="6">MAY</td> <td colspan="6">JULY</td> </tr> <tr> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F Sa</td> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F Sa</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td>1 2</td> <td></td><td></td><td></td><td></td><td></td><td>1 2 3 4</td> </tr> <tr> <td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8 9</td> <td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10 11</td> </tr> <tr> <td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15 16</td> <td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17 18</td> </tr> <tr> <td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22 23</td> <td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24 25</td> </tr> <tr> <td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29 30</td> <td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td> </tr> <tr> <td>31</td><td></td><td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>		MAY						JULY						S	M	T	W	Th	F Sa	S	M	T	W	Th	F Sa						1 2						1 2 3 4	3	4	5	6	7	8 9	5	6	7	8	9	10 11	10	11	12	13	14	15 16	12	13	14	15	16	17 18	17	18	19	20	21	22 23	19	20	21	22	23	24 25	24	25	26	27	28	29 30	26	27	28	29	30	31	31											
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## TEAM ACTIVITY

### VOLUNTEER TOGETHER

One of the most rewarding ways to create an inclusive and connected team is by volunteering together.

Whether that's helping out at a beach cleanup or volunteering at a children's hospital, service is good for the soul and for the team. By supporting the same cause, your team will develop shared values that translate back to the workplace.

This month, find a cause that matters to your team and volunteer together to create change in your community!

## THE SCIENCE OF KINDNESS

Research shows that teams that operate in an inclusive culture outperform their peers by a staggering 80 percent!

<https://bkind.ly/inclusive-culture>

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YOURSELF  
RESPONSIBLE.♥**

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# JULY 2020

## RESPONSIBILITY

“THE FINAL FORMING OF A PERSON’S CHARACTER LIES IN THEIR OWN HANDS.” —ANNE FRANK

SUN	MON	TUE	WED	THU	FRI	SAT
<p>JUNE</p> <p>S M T W Th F Sa</p> <p>1 2 3 4 5 6</p> <p>7 8 9 10 11 12 13</p> <p>14 15 16 17 18 19 20</p> <p>21 22 23 24 25 26 27</p> <p>28 29 30</p>	<p>AUGUST</p> <p>S M T W Th F Sa</p> <p>1</p> <p>2 3 4 5 6 7 8</p> <p>9 10 11 12 13 14 15</p> <p>16 17 18 19 20 21 22</p> <p>23 24 25 26 27 28 29</p> <p>30 31</p>	30	1	2	3	4
5	6	7	8	9	10	11
Use reusable grocery bags.	Check in with your accountability partner and ask if there's anything you can help them with to accomplish their goal.	Leave only kind comments on social media.	Remind yourself that you are doing the best you can.	Give up your parking spot or seat on public transit.	Commute to work via bike, public transit or carpool today.	Relay an overheard compliment to someone.
12	13	14	15	16	17	18
Write a to-do list for this week. Keep yourself organized!	<b>FREE DAY!</b> Follow a 10-minute stretching routine today.	Drink at least eight glasses of water today.	Everyone is important. Learn the names of your receptionist, security guard and custodians.	Pack a lunch and reusable water bottle for tomorrow.	Don't let someone else take the blame for something you did.	Pick up litter when you're out today.
19	20	21	22	23	24	25
Be on time. Don't leave others waiting for you.	Take a shorter shower to conserve water.	Change three small things about your routine that will help the environment.	Respond to emails in a timely fashion.	Spend your day working and not looking on social media or the internet.	De-clutter your workspace.	Spend a day saying only nice things about other people.
26	27	28	29	30	31	1
Follow through on something you promised someone.	Stick up for someone when you hear gossip about them.	Own up to a mistake you made.	<b>FREE DAY!</b> Relax by doing a five minute breathing / mindfulness exercise.	Make plans with a person whom you have been putting off.	Celebrate all that you have accomplished this month!	

## TEAM ACTIVITY

### ACCOUNTABILITY PARTNERS

1. Have each person on the team select an accountability partner for the month.
2. Each person should come up with a simple goal for the month (I want to go for a walk three times per week during the lunch hour).
3. Write down your goal and hand it to your accountability partner.
4. Create an agreement with your partner that helps you stay on track and be responsible for what you agreed to.
5. Check in regularly with your accountability partner to see how you're doing.
6. Celebrate your success at the end of the month!

## THE SCIENCE OF KINDNESS

Self-directed people—those who see themselves as responsible for their behavior and performance—want to be held accountable. They want to have a sense of ownership in their job, to have some input into how things should be done and to have a say in how their performance will be measured.

<https://bkind.ly/responsible-workplace>

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BY LIFTING  
OTHERS.♥**

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THE  
CHANGE.♥**

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# SEPTEMBER 2020

## INTEGRITY

**"INTEGRITY IS CHOOSING YOUR THOUGHTS AND ACTIONS  
BASED ON VALUES RATHER THAN PERSONAL GAIN."** —CHRIS KARCHER

SUN	MON	TUE	WED	THU	FRI	SAT																																																																																																														
30	31	1 Give someone the benefit of the doubt by standing up for them.	2 Follow through on something you promised someone.	3 Spend today saying only nice things about other people.	4 Resolve to use less plastic and be more conscious about recycling.	5 Own up to a mistake you've made.																																																																																																														
6 <b>FREE DAY!</b> Think of someone who always shows integrity.	7 Spend your day working and not looking on social media or the internet.	8 Respond to emails in a timely fashion.	9 Show enthusiasm about what you do at work.	10 Be on time. Don't leave others waiting for you.	11 Eat three balanced, healthy meals and exercise today.	12 Go for a hike and pick up litter along the way.																																																																																																														
13 Change three small things about your routine that will help the environment.	14 Do a favor without asking for anything in return.	15 Don't let someone else take the blame for something you did.	16 <b>FREE DAY!</b> Write your personal creed today.	17 Everyone is important. Learn the names of those who are often 'behind the scenes' at work.	18 Invite a group of coworkers to the happiest of happy hours and do acts of kindness in your community!	19 Resolve to be more authentic in your day-to-day life.																																																																																																														
20 Walk more. Drive less.	21 Take time to reflect and journal about what makes you tick.	22 Put away your phone while in the company of others.	23 Relay an overheard compliment to someone.	24 Give up your parking spot or your seat on public transit.	25 Forgive someone and never bring the subject up again.	26 Clean up a mess you didn't make.																																																																																																														
27 Leave only kind comments on social media today.	28 Tell someone's manager that they are doing a great job.	29 Remain true to your word.	30 Celebrate what you've done as a team to improve your workplace!	1	<table border="0"> <tr> <td colspan="6">AUGUST</td> <td colspan="6">OCTOBER</td> </tr> <tr> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F</td><td>Sa</td> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F</td><td>Sa</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td>1</td><td></td> <td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td> </tr> <tr> <td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td> <td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> <tr> <td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td> <td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td> </tr> <tr> <td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td> <td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td> </tr> <tr> <td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td> <td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td> </tr> <tr> <td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td> <td></td><td></td><td></td><td></td><td></td><td></td><td></td> </tr> </table>		AUGUST						OCTOBER						S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa						1						1	2	3	2	3	4	5	6	7	8	4	5	6	7	8	9	10	9	10	11	12	13	14	15	11	12	13	14	15	16	17	16	17	18	19	20	21	22	18	19	20	21	22	23	24	23	24	25	26	27	28	29	25	26	27	28	29	30	31	30	31												
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### TEAM ACTIVITY

#### BE THE CHANGE AT WORK

At the beginning of this month, ask the team to think of an area where things could be improved at work. It can be a physical space or an effort in creating a better culture, for instance, making the community break room more inviting by adding color, visual flare, etc.

Task each person (or ask for volunteers) with something they are going to do to reach the goal. Create a timeline, budget (if necessary) and roles. If needed, build in milestones to make sure things are getting done and encourage team members to work with each other towards the end goal.

At the end of the month, celebrate everyone's work and accomplishing your task!

### THE SCIENCE OF KINDNESS

Take a moment to read the Forbes® article called "5 Ways to Show Integrity in the Workplace":

<https://bkind.ly/integrity>

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STRONG.**

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# OCTOBER 2020

## RESILIENCE

"JOY, COLLECTED OVER TIME, FUELS RESILIENCE." —BRENÉ BROWN

SUN	MON	TUE	WED	THU	FRI	SAT
<p>SEPTEMBER</p> <p>S M T W Th F Sa</p> <p>1 2 3 4 5</p> <p>6 7 8 9 10 11 12</p> <p>13 14 15 16 17 18 19</p> <p>20 21 22 23 24 25 26</p> <p>27 28 29 30</p>	<p>NOVEMBER</p> <p>S M T W Th F Sa</p> <p>1 2 3 4 5 6 7</p> <p>8 9 10 11 12 13 14</p> <p>15 16 17 18 19 20 21</p> <p>22 23 24 25 26 27 28</p> <p>29 30</p>	29	30	1	2	3
4	5	6	7	8	9	10
Think of a difficult time in your life and recognize the good that came from it.	Write a gratitude list. Think of three people you are grateful for and what they have done for you.	Take the high road when something difficult comes your way.	Remind yourself that there is always something for which to be grateful.	Say something positive to everyone you talk to today.	Tell a co-worker why you appreciate them today.	<b>FREE DAY!</b> How can you express more joy in your life?
11	12	13	14	15	16	17
Fill your emotional piggy bank by doing something nice for someone else today!	Publicly acknowledge the accomplishment of someone who deserves more recognition.	Savor one special moment today and take a mental photograph.	Acknowledge someone with a smile or warm greeting when they walk into the room.	Offer your help to someone in need today.	BOSSSES APPRECIATION DAY Write and place a note of appreciation on someone's desk today.	Make an effort to start every conversation you have today on a positive note.
18	19	20	21	22	23	24
Make eye contact when you thank someone today.	List five of your strengths.	<b>FREE DAY!</b> Look up the definition of resilience. How do you personally express those traits?	Listen to a TED Talk or podcast about resilience today.	Tell a cheesy joke to a coworker to make them smile.	Tell someone something they have done to make your life a little easier as of late.	Make an effort to not complain for the whole day.
25	26	27	28	29	30	31
Write a letter by hand to someone who's made a difference in your life.	Send thank you notes to three customers / clients today.	Buy a lottery scratch ticket for someone and leave it on their desk.	Send an email to three people on your team letting them each know they are doing a great job.	Ask thoughtful questions to your team and listen with an open mind to their responses.	Greet people with an authentic smile.	Surprise someone with a thoughtful, inexpensive gift.

## TEAM ACTIVITY

### GRATITUDE LETTER WRITING

(Being grateful is key to being resilient!)

Spend 15-20 minutes writing a letter to someone who has made a difference in your life. Tell them what they did to make a difference and how much you appreciate them. This can be a friend, spouse, child, colleague, mentor, etc. Do this in a place where you can have quiet, reflective time. When you are finished, you can fold it up and mail it... or call them and read it to them... or, better yet, hand-deliver it and read it to them. It is a powerful thing to say the words out loud to them and to be on the receiving end!

Now, spend 15-20 minutes writing a letter to yourself. List your strengths, how you've managed to grow from difficult moments in your life and how your experiences have made you a more resilient person. Listen to the voices of those who have told you what they love about you and what they appreciate about you. Let those words be reflected in your letter. When you are done with your letter, seal it up and place it somewhere where you will be able to easily find it on a difficult day or during a time when you are struggling. Read it to yourself or have a loved one read it to you.

## THE SCIENCE OF KINDNESS

"It is challenging for negative emotions to survive with the consistent practice of expressed intentional and authentic gratitude. To actively improve resilience and happiness, consider being more intentional with gratitude."

David Nico, PhD and founder of Nico Ventures, a health and medical consulting and investment firm.

<https://bkind.ly/thriveglobal>

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THANKFUL.** 

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# NOVEMBER 2020

## GRATITUDE

**“GRATITUDE IS THE HEALTHIEST OF ALL HUMAN EMOTIONS. THE MORE YOU EXPRESS GRATITUDE FOR WHAT YOU HAVE, THE MORE LIKELY YOU WILL HAVE EVEN MORE TO EXPRESS GRATITUDE FOR.”** —ZIG ZIGLAR

SUN	MON	TUE	WED	THU	FRI	SAT																																																																																				
1 Make a list of five simple pleasures for which you are grateful.	2 Tell at least three people why you are grateful for them.	3 Don't complain for 24 hours.	4 Randomly place sticky notes around your work space expressing gratitude for those on your team.	5 Say thank you to someone with a difficult job.	6 <b>FREE DAY!</b> How will you show gratitude to a colleague today?	7 Make a list of ways you've impressed yourself lately.																																																																																				
8 Give someone you love an unexpected 10-second hug.	9 Tell someone's manager about the good service you received.	10 Leave a small gift of gratitude for the night shift custodians.	11 Write a note of gratitude to a veteran thanking them for their service.	12 Send an email to your boss telling them how they have helped you be successful.	13 WORLD KINDNESS DAY Celebrate today by doing something kind for someone else.	14 Wake up early to appreciate the sunrise.																																																																																				
15 Spread the word about one of your favorite businesses.	16 Cover for a colleague so they can leave early.	17 <b>FREE DAY!</b> Be grateful for yourself! Do something nice for yourself today.	18 Try to find the good in someone you don't like.	19 Text the last person on your text list and say something uplifting.	20 Say thank you to a maintenance worker.	21 Take a walk to reflect on what makes you happy.																																																																																				
22 Spend a little extra time showing your pets how much they mean to you.	23 Bring a breakfast treat to work to celebrate your co-workers on a Monday!	24 Be grateful for your body and all that it does for you!	25 Schedule a date with yourself—an afternoon or an evening that's all about you!	26 Share your gratitude for whomever you are with today.	27 Exhibit patience; even if you're in a hurry.	28 Enjoy this Saturday by being grateful for all that you have.																																																																																				
29 Share a smile with a stranger today.	30 Enjoy the "Thankful Jar" you created this month and read some of the notes out loud to everyone.	1	2	3	<p>OCTOBER                      DECEMBER</p> <table border="0"> <tr> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F</td><td>Sa</td> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F</td><td>Sa</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td> <td></td><td></td><td></td><td></td><td></td><td></td> </tr> <tr> <td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> <td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td> </tr> <tr> <td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td> <td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td> </tr> <tr> <td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td> <td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td> </tr> <tr> <td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td> <td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td> </tr> </table>		S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa						1	2	3							4	5	6	7	8	9	10	6	7	8	9	10	11	12	11	12	13	14	15	16	17	13	14	15	16	17	18	19	18	19	20	21	22	23	24	20	21	22	23	24	25	26	25	26	27	28	29	30	31	27	28	29	30	31		
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### TEAM ACTIVITY

#### THANKFUL JAR

Leave an empty jar in a shared space (lunch room, etc.) with a sign on it that says "Thankful Jar".

Ask people to write notes expressing why they are thankful for their colleagues, janitorial staff, supervisors, customers, etc. They can be anonymous or not.

Collect the notes throughout the month. At the end of the month, gather as a team to read some (or all) of the notes written about each other out loud.

### THE SCIENCE OF KINDNESS

Research suggests that gratitude may be associated with many benefits for individuals, including:

Better physical and psychological health  
Increased happiness and life satisfaction,  
decreased materialism, and more.

<https://bkind.ly/science-of-gratitude>

**CELEBRATE  
THE LITTLE  
THINGS.**

**make  
kindness  
the norm.**

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# DECEMBER 2020

## CELEBRATION

"THE MORE YOU PRAISE AND CELEBRATE YOUR LIFE, THE MORE THERE IS IN LIFE TO CELEBRATE." —OPRAH WINFREY

SUN	MON	TUE	WED	THU	FRI	SAT																																																																																																														
29	30	1 Start your celebration list today!	2 Plan a potluck or outing with your team to celebrate your success this year.	3 Tell a co-worker something you appreciate about them.	4 Celebrate yourself today! Do something you enjoy!	5 Explore a new neighborhood today.																																																																																																														
6 <b>FREE DAY!</b> Celebrate!	7 Send a positive text message to a friend or family member.	8 Listen to Kool & the Gang's song "Celebration" today!	9 Celebrate one of your favorite customers or clients today by telling them you appreciate them.	10 Start and end the day with positive intentions.	11 Open today's meeting with words of encouragement.	12 Carry out a random act of kindness today!																																																																																																														
13 Reach out to a neighbor to offer any kind of 'neighborly help' you can give.	14 Put sticky notes with positive quotes and affirmations around your workplace.	15 Tell a cashier they're doing a great job.	16 Celebrate all of your co-worker's birthdays occurring in December!	17 Share a recent 'win' (personally or professionally) with your team. Ask others to share theirs.	18 Bring in a treat to show your colleagues how much you appreciate them.	19 Pay a compliment to three people today.																																																																																																														
20 Listen to all the positive things being said about you.	21 Congratulate someone on getting a project done.	22 Help a family in need by buying a gift for their child / children.	23 Celebrate the things that bring happiness to your life.	24 Make someone smile today with a good joke.	25 Celebrate with your family or friends.	26 Invite a friend or family member over and cook their favorite meal.																																																																																																														
27 Go for a hike and enjoy the weather (even if it's cold!).	28 Compliment someone on an attribute of theirs; not a physical trait or item of clothing.	29 <b>FREE DAY!</b> Find a way to celebrate today!	30 Help someone who is struggling to carry something.	31 NEW YEAR'S EVE Celebrate all the kindness you've brought to yourself, your place of work and the world this year!	<table border="0"> <tr> <td colspan="6">NOVEMBER</td> <td colspan="6">JANUARY</td> </tr> <tr> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td><td>F</td> <td>Sa</td> <td>S</td><td>M</td><td>T</td><td>W</td><td>Th</td> <td>F</td> <td>Sa</td> </tr> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td> <td>7</td> <td></td><td></td><td></td><td></td><td></td> <td>1</td><td>2</td> </tr> <tr> <td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td> <td>14</td> <td>3</td><td>4</td><td>5</td><td>6</td><td>7</td> <td>8</td><td>9</td> </tr> <tr> <td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td> <td>21</td> <td>10</td><td>11</td><td>12</td><td>13</td><td>14</td> <td>15</td><td>16</td> </tr> <tr> <td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td> <td>28</td> <td>17</td><td>18</td><td>19</td><td>20</td><td>21</td> <td>22</td><td>23</td> </tr> <tr> <td>29</td><td>30</td><td></td><td></td><td></td><td></td> <td></td> <td>24</td><td>25</td><td>26</td><td>27</td><td>28</td> <td>29</td><td>30</td> </tr> <tr> <td></td><td></td><td></td><td></td><td></td><td></td> <td></td> <td>31</td><td></td><td></td><td></td><td></td> <td></td><td></td> </tr> </table>		NOVEMBER						JANUARY						S	M	T	W	Th	F	Sa	S	M	T	W	Th	F	Sa	1	2	3	4	5	6	7						1	2	8	9	10	11	12	13	14	3	4	5	6	7	8	9	15	16	17	18	19	20	21	10	11	12	13	14	15	16	22	23	24	25	26	27	28	17	18	19	20	21	22	23	29	30						24	25	26	27	28	29	30								31						
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## TEAM ACTIVITY

### REASONS TO CELEBRATE

Make a celebration list where you add something new everyday. The list should include something you've accomplished as an individual or with your team, progress you've made as a company, all the ways you have personally changed for the better and how your team has improved over the last year.

Consider making the list public where people can add to it each day if you have a public/shared space like a cafeteria or break room. Encourage everyone to add to the list!

## THE SCIENCE OF KINDNESS

Those companies practicing celebrations as part of their conversational rituals open up their employees to make them feel part of the company's common success, enable them to have the confidence to challenge the status quo, take ambitious initiatives, and share their creative ideas with others.

<https://bkind.ly/celebration-time>

**make  
kindness  
the norm.™**

**RANDOM ACTS OF KINDNESS  
FOUNDATION®**

[www.randomactsofkindness.org](http://www.randomactsofkindness.org)

# TAG! YOU'RE IT!

Someone did a kind act just for you and left this card.  
Now it's your turn to pay the kindness forward!



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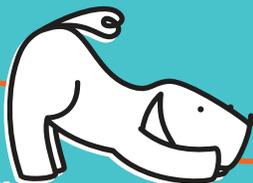


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#raktag

# KINDNESS BINGO

Smiled at a stranger	Wrote a thank you note for the mail delivery person	Sent flowers to someone who needed cheering up	Offered a tissue to a person that needed it	Bought a meal for someone that did not have their wallet
Left a surprise gift for a friend	Stayed in my pajamas all day to read or watch my favorite movies	Baked treats for a neighbor	Gave money to a person in need	Made a personalized music playlist for a friend
Wrote a positive note to myself for inspiration	Put a surprise note in my child's or partner's lunch	<b>FREE SPACE</b>	Offered my phone to a stranger to make a needed call	Watered my neighbor's plants
Cleaned up a mess that wasn't mine	Shoveled snow from my neighbor's driveway	Shopped locally instead of at a big box store	Surprised a friend with a note of appreciation	Welcomed a newcomer to join my group
Cleaned up a hiking trail	Kept a gratitude journal	Put stray grocery carts where they belong	Unexpectedly replaced something that was broken	Used reusable water bottles

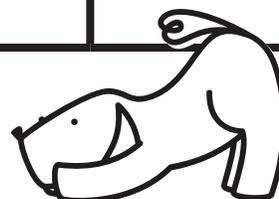


**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

<p>Took myself on a date</p>	<p>Bought a meal for someone that did not have their wallet</p>	<p>Unexpectedly replaced something that was broken</p>	<p>Treated myself to a massage</p>	<p>Invited someone who was eating alone to join me</p>
<p>Shopped locally instead of at a big box store</p>	<p>Used reusable water bottles</p>	<p>Made a personalized music playlist for a friend</p>	<p>Stayed in my pajamas all day to read or watch my favorite movies</p>	<p>Left a surprise gift for a friend</p>
<p>Shoveled snow from my neighbor's driveway</p>	<p>Welcomed a newcomer to join my group</p>	<p><b>FREE SPACE</b></p>	<p>Held open an elevator door</p>	<p>Cleaned up a mess that wasn't mine</p>
<p>Offered my phone to a stranger to make a needed call</p>	<p>Did someone else's chores</p>	<p>Baked treats for a neighbor</p>	<p>Put stray grocery carts where they belong</p>	<p>Wrote a positive note to myself for inspiration</p>
<p>Kept a gratitude journal</p>	<p>Cleaned up a hiking trail</p>	<p>Offered a tissue to a person that needed it</p>	<p>Sent flowers to someone who needed cheering up</p>	<p>Wrote a thank you note for the mail delivery person</p>

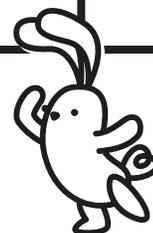
**RANDOM ACTS OF KINDNESS  
FOUNDATION**



# KINDNESS BINGO

Wrote a positive note to myself for inspiration	Treated myself to a massage	Put a surprise note in my child's or partner's lunch	Cleaned up a mess that wasn't mine	Shopped locally instead of at a big box store
Used reusable water bottles	Baked treats for a neighbor	Kept a gratitude journal	Cooked a meal for someone just returning from the hospital	Bought a meal for someone that did not have their wallet
Stayed in my pajamas all day to read or watch my favorite movies	Held open an elevator door	<b>FREE SPACE</b>	Decided to say, 'yes' when someone was expecting a 'no'	Paid a toll for the car behind me
Watered my neighbor's plants	Offered my phone to a stranger to make a needed call	Unexpectedly replaced something that was broken	Took myself on a date	Did someone else's chores
Shoveled snow from my neighbor's driveway	Surprised a friend with a note of appreciation	Smiled at a stranger	Wrote a thank you note for the mail delivery person	Invited someone who was eating alone to join me

**RANDOM ACTS OF KINDNESS  
FOUNDATION**



# KINDNESS BINGO

Sent flowers to someone who needed cheering up	Shoveled snow from my neighbor's driveway	Cooked a meal for someone just returning from the hospital	Kept a gratitude journal	Cleaned up a hiking trail
Wrote a positive note to myself for inspiration	Offered my phone to a stranger to make a needed call	Unexpectedly replaced something that was broken	Cleaned up a mess that wasn't mine	Gave money to a person in need
Shopped locally instead of at a big box store	Picked up litter	<b>FREE SPACE</b>	Bought a meal for someone that did not have their wallet	Surprised a friend with a note of appreciation
Welcomed a newcomer to join my group	Offered a tissue to a person that needed it	Decided to say, 'yes' when someone was expecting a 'no'	Watered my neighbor's plants	Took myself on a date
Gave a lottery ticket to a stranger	Treated myself to a massage	Did someone else's chores	Stayed in my pajamas all day to read or watch my favorite movies	Used reusable water bottles

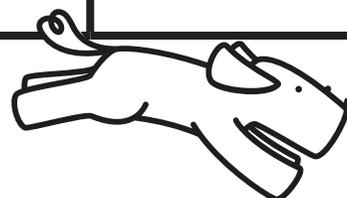


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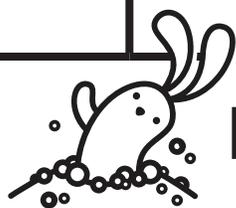
Held open an elevator door	Gave money to a person in need	Stayed in my pajamas all day to read or watch my favorite movies	Kept a gratitude journal	Used reusable water bottles
Put stray grocery carts where they belong	Invited someone who was eating alone to join me	Sent flowers to someone who needed cheering up	Treated myself to a massage	Put a surprise note in my child's or partner's lunch
Surprised a friend with a note of appreciation	Cleaned up a hiking trail	<b>FREE SPACE</b>	Did someone else's chores	Gave a lottery ticket to a stranger
Cleaned up a mess that wasn't mine	Shopped locally instead of at a big box store	Wrote a positive note to myself for inspiration	Bought a meal for someone that did not have their wallet	Took myself on a date
Offered a tissue to a person that needed it	Shoveled snow from my neighbor's driveway	Cooked a meal for someone just returning from the hospital	Wrote a thank you note for the mail delivery person	Paid a toll for the car behind me

**RANDOM ACTS OF KINDNESS  
FOUNDATION**



# KINDNESS BINGO

Unexpectedly replaced something that was broken	Put a surprise note in my child's or partner's lunch	Stayed in my pajamas all day to read or watch my favorite movies	Shoveled snow from my neighbor's driveway	Took myself on a date
Invited someone who was eating alone to join me	Wrote a thank you note for the mail delivery person	Held open an elevator door	Picked up litter	Sent flowers to someone who needed cheering up
Bought a meal for someone that did not have their wallet	Shopped locally instead of at a big box store	<b>FREE SPACE</b>	Gave a lottery ticket to a stranger	Watered my neighbor's plants
Welcomed a newcomer to join my group	Wrote a positive note to myself for inspiration	Offered my phone to a stranger to make a needed call	Paid a toll for the car behind me	Put stray grocery carts where they belong
Offered a tissue to a person that needed it	Baked treats for a neighbor	Did someone else's chores	Made a personalized music playlist for a friend	Decided to say, 'yes' when someone was expecting a 'no'

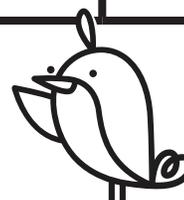


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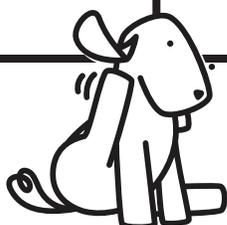
Made a personalized music playlist for a friend	Wrote a thank you note for the mail delivery person	Unexpectedly replaced something that was broken	Did someone else's chores	Cooked a meal for someone just returning from the hospital
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Welcomed a newcomer to join my group	Invited someone who was eating alone to join me	<b>FREE SPACE</b>	Took myself on a date	Wrote a positive note to myself for inspiration
Paid a toll for the car behind me	Surprised a friend with a note of appreciation	Decided to say, 'yes' when someone was expecting a 'no'	Picked up litter	Put a surprise note in my child's or partner's lunch
Bought a meal for someone that did not have their wallet	Put stray grocery carts where they belong	Cleaned up a mess that wasn't mine	Shoveled snow from my neighbor's driveway	Stayed in my pajamas all day to read or watch my favorite movies

**RANDOM ACTS OF KINDNESS  
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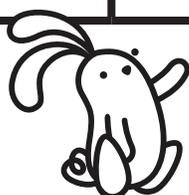
Wrote a positive note to myself for inspiration	Put stray grocery carts where they belong	Shopped locally instead of at a big box store	Cooked a meal for someone just returning from the hospital	Sent flowers to someone who needed cheering up
Shoveled snow from my neighbor's driveway	Welcomed a newcomer to join my group	Kept a gratitude journal	Cleaned up a mess that wasn't mine	Offered my phone to a stranger to make a needed call
Watered my neighbor's plants	Wrote a thank you note for the mail delivery person	<b>FREE SPACE</b>	Held open an elevator door	Offered a tissue to a person that needed it
Took myself on a date	Bought a meal for someone that did not have their wallet	Smiled at a stranger	Surprised a friend with a note of appreciation	Decided to say, 'yes' when someone was expecting a 'no'
Gave a lottery ticket to a stranger	Stayed in my pajamas all day to read or watch my favorite movies	Invited someone who was eating alone to join me	Left a surprise gift for a friend	Gave money to a person in need



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Stayed in my pajamas all day to read or watch my favorite movies	Welcomed a newcomer to join my group	Unexpectedly replaced something that was broken	Bought a meal for someone that did not have their wallet	Baked treats for a neighbor
Used reusable water bottles	Offered a tissue to a person that needed it	Cleaned up a hiking trail	Shoveled snow from my neighbor's driveway	Cooked a meal for someone just returning from the hospital
Kept a gratitude journal	Gave a lottery ticket to a stranger	<b>FREE SPACE</b>	Decided to say, 'yes' when someone was expecting a 'no'	Cleaned up a mess that wasn't mine
Made a personalized music playlist for a friend	Wrote a positive note to myself for inspiration	Sent flowers to someone who needed cheering up	Left a surprise gift for a friend	Smiled at a stranger
Offered my phone to a stranger to make a needed call	Gave money to a person in need	Held open an elevator door	Shopped locally instead of at a big box store	Picked up litter



**RANDOM ACTS OF KINDNESS  
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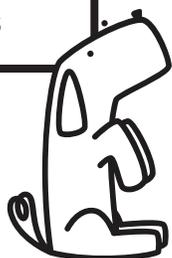
Surprised a friend with a note of appreciation	Sent flowers to someone who needed cheering up	Kept a gratitude journal	Cooked a meal for someone just returning from the hospital	Held open an elevator door
Did someone else's chores	Cleaned up a mess that wasn't mine	Decided to say, 'yes' when someone was expecting a 'no'	Watered my neighbor's plants	Made a personalized music playlist for a friend
Left a surprise gift for a friend	Invited someone who was eating alone to join me	<b>FREE SPACE</b>	Unexpectedly replaced something that was broken	Welcomed a newcomer to join my group
Treated myself to a massage	Took myself on a date	Picked up litter	Bought a meal for someone that did not have their wallet	Shopped locally instead of at a big box store
Offered a tissue to a person that needed it	Used reusable water bottles	Baked treats for a neighbor	Offered my phone to a stranger to make a needed call	Wrote a thank you note for the mail delivery person



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Gave a lottery ticket to a stranger	Shopped locally instead of at a big box store	Cooked a meal for someone just returning from the hospital	Surprised a friend with a note of appreciation	Cleaned up a mess that wasn't mine
Watered my neighbor's plants	Held open an elevator door	Sent flowers to someone who needed cheering up	Left a surprise gift for a friend	Unexpectedly replaced something that was broken
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Stayed in my pajamas all day to read or watch my favorite movies	Used reusable water bottles	Put stray grocery carts where they belong	Decided to say, 'yes' when someone was expecting a 'no'	Treated myself to a massage



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Shoveled snow from my neighbor's driveway	Unexpectedly replaced something that was broken	Paid a toll for the car behind me	Used reusable water bottles	Stayed in my pajamas all day to read or watch my favorite movies
Put a surprise note in my child's or partner's lunch	Made a personalized music playlist for a friend	Decided to say, 'yes' when someone was expecting a 'no'	Held open an elevator door	Put stray grocery carts where they belong
Gave a lottery ticket to a stranger	Watered my neighbor's plants	<b>FREE SPACE</b>	Smiled at a stranger	Cleaned up a mess that wasn't mine
Wrote a positive note to myself for inspiration	Treated myself to a massage	Took myself on a date	Shopped locally instead of at a big box store	Wrote a thank you note for the mail delivery person
Cleaned up a hiking trail	Cooked a meal for someone just returning from the hospital	Kept a gratitude journal	Offered my phone to a stranger to make a needed call	Invited someone who was eating alone to join me

**RANDOM ACTS OF KINDNESS  
FOUNDATION**

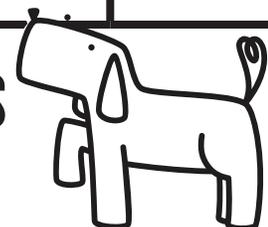


# KINDNESS BINGO

Shopped locally instead of at a big box store	Smiled at a stranger	Offered my phone to a stranger to make a needed call	Left a surprise gift for a friend	Did someone else's chores
Gave a lottery ticket to a stranger	Wrote a positive note to myself for inspiration	Cleaned up a mess that wasn't mine	Bought a meal for someone that did not have their wallet	Paid a toll for the car behind me
Took myself on a date	Surprised a friend with a note of appreciation	<b>FREE SPACE</b>	Watered my neighbor's plants	Treated myself to a massage
Decided to say, 'yes' when someone was expecting a 'no'	Offered a tissue to a person that needed it	Sent flowers to someone who needed cheering up	Unexpectedly replaced something that was broken	Kept a gratitude journal
Wrote a thank you note for the mail delivery person	Gave money to a person in need	Baked treats for a neighbor	Put stray grocery carts where they belong	Picked up litter

**RANDOM ACTS OF KINDNESS  
FOUNDATION**

[www.randomactsofkindness.org](http://www.randomactsofkindness.org)



CARD 13

# KINDNESS BINGO

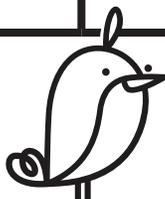
Decided to say, 'yes' when someone was expecting a 'no'	Took myself on a date	Shoveled snow from my neighbor's driveway	Cleaned up a hiking trail	Paid a toll for the car behind me
Smiled at a stranger	Offered my phone to a stranger to make a needed call	Invited someone who was eating alone to join me	Picked up litter	Cooked a meal for someone just returning from the hospital
Baked treats for a neighbor	Left a surprise gift for a friend	<b>FREE SPACE</b>	Held open an elevator door	Did someone else's chores
Treated myself to a massage	Gave money to a person in need	Watered my neighbor's plants	Welcomed a newcomer to join my group	Surprised a friend with a note of appreciation
Kept a gratitude journal	Cleaned up a mess that wasn't mine	Used reusable water bottles	Put stray grocery carts where they belong	Made a personalized music playlist for a friend



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

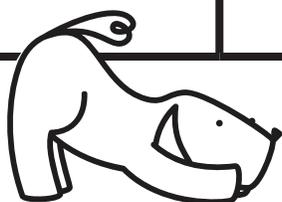
Treated myself to a massage	Left a surprise gift for a friend	Wrote a positive note to myself for inspiration	Took myself on a date	Invited someone who was eating alone to join me
Welcomed a newcomer to join my group	Used reusable water bottles	Decided to say, 'yes' when someone was expecting a 'no'	Stayed in my pajamas all day to read or watch my favorite movies	Gave money to a person in need
Cleaned up a hiking trail	Made a personalized music playlist for a friend	<b>FREE SPACE</b>	Sent flowers to someone who needed cheering up	Offered a tissue to a person that needed it
Held open an elevator door	Surprised a friend with a note of appreciation	Baked treats for a neighbor	Offered my phone to a stranger to make a needed call	Unexpectedly replaced something that was broken
Shoveled snow from my neighbor's driveway	Did someone else's chores	Bought a meal for someone that did not have their wallet	Shopped locally instead of at a big box store	Watered my neighbor's plants



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Kept a gratitude journal	Baked treats for a neighbor	Used reusable water bottles	Put a surprise note in my child's or partner's lunch	Gave money to a person in need
Did someone else's chores	Offered my phone to a stranger to make a needed call	Bought a meal for someone that did not have their wallet	Shoveled snow from my neighbor's driveway	Paid a toll for the car behind me
Sent flowers to someone who needed cheering up	Treated myself to a massage	<b>FREE SPACE</b>	Unexpectedly replaced something that was broken	Decided to say, 'yes' when someone was expecting a 'no'
Gave a lottery ticket to a stranger	Wrote a thank you note for the mail delivery person	Offered a tissue to a person that needed it	Invited someone who was eating alone to join me	Cleaned up a hiking trail
Picked up litter	Put stray grocery carts where they belong	Cleaned up a mess that wasn't mine	Watered my neighbor's plants	Smiled at a stranger



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Made a personalized music playlist for a friend	Shoveled snow from my neighbor's driveway	Sent flowers to someone who needed cheering up	Left a surprise gift for a friend	Gave a lottery ticket to a stranger
Paid a toll for the car behind me	Watered my neighbor's plants	Put a surprise note in my child's or partner's lunch	Offered a tissue to a person that needed it	Picked up litter
Took myself on a date	Bought a meal for someone that did not have their wallet	<b>FREE SPACE</b>	Decided to say, 'yes' when someone was expecting a 'no'	Held open an elevator door
Surprised a friend with a note of appreciation	Invited someone who was eating alone to join me	Stayed in my pajamas all day to read or watch my favorite movies	Treated myself to a massage	Cleaned up a hiking trail
Offered my phone to a stranger to make a needed call	Shopped locally instead of at a big box store	Cooked a meal for someone just returning from the hospital	Used reusable water bottles	Cleaned up a mess that wasn't mine



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

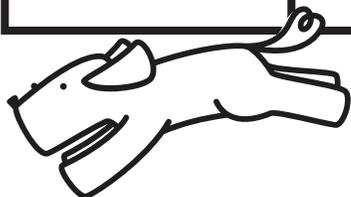
Paid a toll for the car behind me	Made a personalized music playlist for a friend	Baked treats for a neighbor	Smiled at a stranger	Treated myself to a massage
Watered my neighbor's plants	Invited someone who was eating alone to join me	Put stray grocery carts where they belong	Put a surprise note in my child's or partner's lunch	Offered a tissue to a person that needed it
Shopped locally instead of at a big box store	Gave a lottery ticket to a stranger	<b>FREE SPACE</b>	Kept a gratitude journal	Took myself on a date
Cooked a meal for someone just returning from the hospital	Bought a meal for someone that did not have their wallet	Sent flowers to someone who needed cheering up	Stayed in my pajamas all day to read or watch my favorite movies	Surprised a friend with a note of appreciation
Wrote a thank you note for the mail delivery person	Left a surprise gift for a friend	Unexpectedly replaced something that was broken	Wrote a positive note to myself for inspiration	Shoveled snow from my neighbor's driveway



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Stayed in my pajamas all day to read or watch my favorite movies	Paid a toll for the car behind me	Unexpectedly replaced something that was broken	Invited someone who was eating alone to join me	Offered my phone to a stranger to make a needed call
Watered my neighbor's plants	Baked treats for a neighbor	Left a surprise gift for a friend	Gave money to a person in need	Cooked a meal for someone just returning from the hospital
Shopped locally instead of at a big box store	Offered a tissue to a person that needed it	<b>FREE SPACE</b>	Kept a gratitude journal	Made a personalized music playlist for a friend
Cleaned up a hiking trail	Took myself on a date	Did someone else's chores	Smiled at a stranger	Picked up litter
Shoveled snow from my neighbor's driveway	Gave a lottery ticket to a stranger	Wrote a positive note to myself for inspiration	Surprised a friend with a note of appreciation	Sent flowers to someone who needed cheering up



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

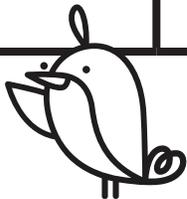
Surprised a friend with a note of appreciation	Held open an elevator door	Smiled at a stranger	Left a surprise gift for a friend	Sent flowers to someone who needed cheering up
Gave money to a person in need	Cleaned up a mess that wasn't mine	Cooked a meal for someone just returning from the hospital	Watered my neighbor's plants	Baked treats for a neighbor
Welcomed a newcomer to join my group	Invited someone who was eating alone to join me	<b>FREE SPACE</b>	Paid a toll for the car behind me	Stayed in my pajamas all day to read or watch my favorite movies
Offered a tissue to a person that needed it	Shopped locally instead of at a big box store	Treated myself to a massage	Wrote a positive note to myself for inspiration	Put a surprise note in my child's or partner's lunch
Kept a gratitude journal	Gave a lottery ticket to a stranger	Cleaned up a hiking trail	Bought a meal for someone that did not have their wallet	Decided to say, 'yes' when someone was expecting a 'no'

**RANDOM ACTS OF KINDNESS**  
FOUNDATION



# KINDNESS BINGO

Shopped locally instead of at a big box store	Welcomed a newcomer to join my group	Invited someone who was eating alone to join me	Cleaned up a mess that wasn't mine	Wrote a thank you note for the mail delivery person
Offered a tissue to a person that needed it	Kept a gratitude journal	Unexpectedly replaced something that was broken	Took myself on a date	Used reusable water bottles
Shoveled snow from my neighbor's driveway	Paid a toll for the car behind me	<b>FREE SPACE</b>	Surprised a friend with a note of appreciation	Put a surprise note in my child's or partner's lunch
Bought a meal for someone that did not have their wallet	Picked up litter	Put stray grocery carts where they belong	Smiled at a stranger	Sent flowers to someone who needed cheering up
Decided to say, 'yes' when someone was expecting a 'no'	Left a surprise gift for a friend	Cleaned up a hiking trail	Gave a lottery ticket to a stranger	Wrote a positive note to myself for inspiration

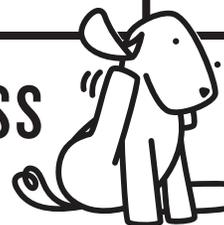


**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Watered my neighbor's plants	Kept a gratitude journal	Offered a tissue to a person that needed it	Did someone else's chores	Took myself on a date
Shopped locally instead of at a big box store	Welcomed a newcomer to join my group	Bought a meal for someone that did not have their wallet	Smiled at a stranger	Put a surprise note in my child's or partner's lunch
Paid a toll for the car behind me	Held open an elevator door	<b>FREE SPACE</b>	Left a surprise gift for a friend	Cooked a meal for someone just returning from the hospital
Baked treats for a neighbor	Made a personalized music playlist for a friend	Wrote a thank you note for the mail delivery person	Gave money to a person in need	Sent flowers to someone who needed cheering up
Treated myself to a massage	Wrote a positive note to myself for inspiration	Invited someone who was eating alone to join me	Picked up litter	Unexpectedly replaced something that was broken

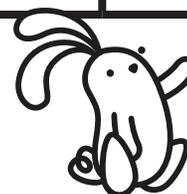
**RANDOM ACTS OF KINDNESS  
FOUNDATION**



# KINDNESS BINGO

Cleaned up a mess that wasn't mine	Treated myself to a massage	Unexpectedly replaced something that was broken	Took myself on a date	Used reusable water bottles
Stayed in my pajamas all day to read or watch my favorite movies	Paid a toll for the car behind me	Surprised a friend with a note of appreciation	Cooked a meal for someone just returning from the hospital	Cleaned up a hiking trail
Shopped locally instead of at a big box store	Left a surprise gift for a friend	<b>FREE SPACE</b>	Welcomed a newcomer to join my group	Gave a lottery ticket to a stranger
Held open an elevator door	Wrote a thank you note for the mail delivery person	Bought a meal for someone that did not have their wallet	Decided to say, 'yes' when someone was expecting a 'no'	Watered my neighbor's plants
Put stray grocery carts where they belong	Offered my phone to a stranger to make a needed call	Smiled at a stranger	Made a personalized music playlist for a friend	Wrote a positive note to myself for inspiration

**RANDOM ACTS OF KINDNESS  
FOUNDATION**



# KINDNESS BINGO

Wrote a thank you note for the mail delivery person	Offered a tissue to a person that needed it	Wrote a positive note to myself for inspiration	Treated myself to a massage	Put stray grocery carts where they belong
Cleaned up a hiking trail	Kept a gratitude journal	Used reusable water bottles	Bought a meal for someone that did not have their wallet	Welcomed a newcomer to join my group
Took myself on a date	Shoveled snow from my neighbor's driveway	<b>FREE SPACE</b>	Left a surprise gift for a friend	Put a surprise note in my child's or partner's lunch
Made a personalized music playlist for a friend	Watered my neighbor's plants	Sent flowers to someone who needed cheering up	Unexpectedly replaced something that was broken	Stayed in my pajamas all day to read or watch my favorite movies
Gave money to a person in need	Picked up litter	Cleaned up a mess that wasn't mine	Baked treats for a neighbor	Offered my phone to a stranger to make a needed call

**RANDOM ACTS OF KINDNESS  
FOUNDATION**



# KINDNESS BINGO

Treated myself to a massage	Watered my neighbor's plants	Invited someone who was eating alone to join me	Stayed in my pajamas all day to read or watch my favorite movies	Welcomed a newcomer to join my group
Decided to say, 'yes' when someone was expecting a 'no'	Offered my phone to a stranger to make a needed call	Picked up litter	Unexpectedly replaced something that was broken	Offered a tissue to a person that needed it
Cleaned up a mess that wasn't mine	Held open an elevator door	<b>FREE SPACE</b>	Put a surprise note in my child's or partner's lunch	Made a personalized music playlist for a friend
Bought a meal for someone that did not have their wallet	Put stray grocery carts where they belong	Gave a lottery ticket to a stranger	Baked treats for a neighbor	Took myself on a date
Wrote a positive note to myself for inspiration	Wrote a thank you note for the mail delivery person	Surprised a friend with a note of appreciation	Kept a gratitude journal	Cooked a meal for someone just returning from the hospital

**RANDOM ACTS OF KINDNESS  
FOUNDATION**

[www.randomactsofkindness.org](http://www.randomactsofkindness.org)



CARD 25

# KINDNESS BINGO

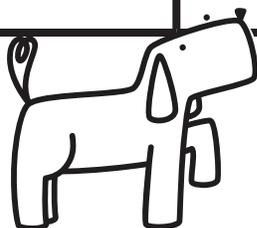
Cleaned up a mess that wasn't mine	Unexpectedly replaced something that was broken	Did someone else's chores	Treated myself to a massage	Surprised a friend with a note of appreciation
Made a personalized music playlist for a friend	Bought a meal for someone that did not have their wallet	Shoveled snow from my neighbor's driveway	Gave money to a person in need	Stayed in my pajamas all day to read or watch my favorite movies
Welcomed a newcomer to join my group	Wrote a positive note to myself for inspiration	<b>FREE SPACE</b>	Offered my phone to a stranger to make a needed call	Took myself on a date
Watered my neighbor's plants	Cooked a meal for someone just returning from the hospital	Sent flowers to someone who needed cheering up	Shopped locally instead of at a big box store	Picked up litter
Decided to say, 'yes' when someone was expecting a 'no'	Paid a toll for the car behind me	Baked treats for a neighbor	Put stray grocery carts where they belong	Put a surprise note in my child's or partner's lunch



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Shopped locally instead of at a big box store	Made a personalized music playlist for a friend	Shoveled snow from my neighbor's driveway	Cleaned up a hiking trail	Kept a gratitude journal
Cooked a meal for someone just returning from the hospital	Smiled at a stranger	Invited someone who was eating alone to join me	Surprised a friend with a note of appreciation	Used reusable water bottles
Bought a meal for someone that did not have their wallet	Wrote a positive note to myself for inspiration	<b>FREE SPACE</b>	Cleaned up a mess that wasn't mine	Decided to say, 'yes' when someone was expecting a 'no'
Sent flowers to someone who needed cheering up	Welcomed a newcomer to join my group	Left a surprise gift for a friend	Watered my neighbor's plants	Offered a tissue to a person that needed it
Took myself on a date	Picked up litter	Did someone else's chores	Unexpectedly replaced something that was broken	Stayed in my pajamas all day to read or watch my favorite movies



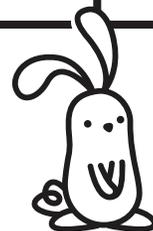
**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Used reusable water bottles	Offered my phone to a stranger to make a needed call	Welcomed a newcomer to join my group	Bought a meal for someone that did not have their wallet	Took myself on a date
Unexpectedly replaced something that was broken	Cleaned up a mess that wasn't mine	Gave a lottery ticket to a stranger	Sent flowers to someone who needed cheering up	Gave money to a person in need
Shoveled snow from my neighbor's driveway	Wrote a thank you note for the mail delivery person	<b>FREE SPACE</b>	Invited someone who was eating alone to join me	Decided to say, 'yes' when someone was expecting a 'no'
Treated myself to a massage	Cleaned up a hiking trail	Put a surprise note in my child's or partner's lunch	Held open an elevator door	Made a personalized music playlist for a friend
Did someone else's chores	Offered a tissue to a person that needed it	Wrote a positive note to myself for inspiration	Put stray grocery carts where they belong	Left a surprise gift for a friend

**RANDOM ACTS OF KINDNESS  
FOUNDATION**

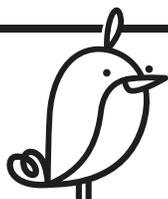
[www.randomactsofkindness.org](http://www.randomactsofkindness.org)



CARD 28

# KINDNESS BINGO

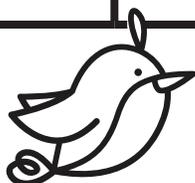
Made a personalized music playlist for a friend	Baked treats for a neighbor	Shoveled snow from my neighbor's driveway	Kept a gratitude journal	Paid a toll for the car behind me
Bought a meal for someone that did not have their wallet	Treated myself to a massage	Left a surprise gift for a friend	Did someone else's chores	Offered my phone to a stranger to make a needed call
Put stray grocery carts where they belong	Surprised a friend with a note of appreciation	<b>FREE SPACE</b>	Took myself on a date	Sent flowers to someone who needed cheering up
Gave money to a person in need	Offered a tissue to a person that needed it	Gave a lottery ticket to a stranger	Cleaned up a hiking trail	Cleaned up a mess that wasn't mine
Welcomed a newcomer to join my group	Cooked a meal for someone just returning from the hospital	Wrote a positive note to myself for inspiration	Used reusable water bottles	Unexpectedly replaced something that was broken



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# KINDNESS BINGO

Made a personalized music playlist for a friend	Baked treats for a neighbor	Shoveled snow from my neighbor's driveway	Kept a gratitude journal	Paid a toll for the car behind me
Bought a meal for someone that did not have their wallet	Treated myself to a massage	Left a surprise gift for a friend	Did someone else's chores	Offered my phone to a stranger to make a needed call
Put stray grocery carts where they belong	Surprised a friend with a note of appreciation	<b>FREE SPACE</b>	Took myself on a date	Sent flowers to someone who needed cheering up
Gave money to a person in need	Offered a tissue to a person that needed it	Gave a lottery ticket to a stranger	Cleaned up a hiking trail	Cleaned up a mess that wasn't mine
Welcomed a newcomer to join my group	Cooked a meal for someone just returning from the hospital	Wrote a positive note to myself for inspiration	Used reusable water bottles	Unexpectedly replaced something that was broken



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

# RANDOM ACT OF KINDNESS AWARD

This award honors

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for making kindness the norm.

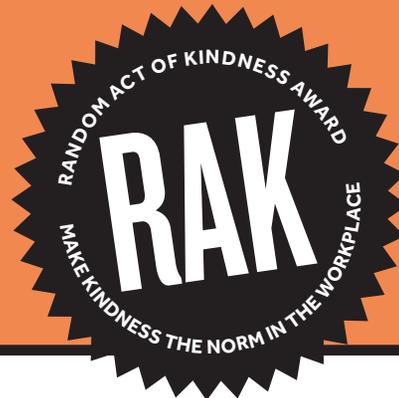
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Authorized Signature

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Date

**make  
kindness  
the norm.®**



**RANDOM ACTS OF KINDNESS  
FOUNDATION**

**Triggering The Ripples of Reciprocity:  
43 Acts of Kindness to Do for Your Bosses, Colleagues, Staff, & Clients**

“No act of kindness, no matter how small, is ever wasted.” —Aesop

1. Offer to help them with a difficult project or meet a tight deadline.
2. Tell them why you appreciate them.
3. Be a cheerleader for their ideas.
4. Share your expertise with them.
5. Do great work that’s ready to go and requires little more from them.
6. Send them flowers.
7. Bring their favorite kind of coffee from their favorite coffee shop.
8. Assume their good intentions.
9. Make sure they know why their work matters and how it benefits others.
10. Admit to them when you’re wrong.
11. Invite them to lunch.
12. Put your phone away when you’re with them.
13. Tell them thank you.
14. Cheer them up after disappointments.
15. Write, make, or buy something to provide encouragement when they’re experiencing difficulties.
16. Praise them to others.
17. Really be present and listen to them without interrupting.
18. Learn something new about them.
19. Look for opportunities to make helpful introductions.
20. Celebrate their accomplishments.
21. Help them before they ask.
22. If they’re overwhelmed with personal or work challenges, ask if you can help in some way.
23. Forward articles that may interest them.
24. Allow them to help you.
25. Pass along useful information.
26. Buy them a book that you know a they’ll love.
27. Leave positive sticky notes on their computers.
28. Scout for reasons to compliment them. Shoot for three people a day.
29. Give them a “care package” when they’re preparing for trial, participating in a deal closing, etc.
30. Send them greeting cards on holidays.
31. Notice and note their progress on something important to them.

32. Compliment a good presentation, high-quality meeting, contribution on a call.
33. When you open your email inbox each day, make the first email you write a compliment, show of support, note of appreciation, or other positive jolt.
34. Sneak into their offices and leave them candy or other treats.
35. Get to know them as people, remember the details, and follow up on them.
36. Don't gossip or talk negatively about them.
37. Make them laugh.
38. Celebrate their birthdays by making them cards and a cake.
39. If they blog or publish online, read, comment, circulate, and encourage others to do the same.
40. Create a spreadsheet that includes their likes (e.g., simple things like favorite candy, favorite drink, favorite snack, etc.) and use it regularly.
41. Share credit with them.
42. Learn and use their names.
43. Start meetings by inviting them to share "what's going well"?
44. Be their "wing man." Find out their strengths and accomplishments and share them with others at conferences, meetings, networking events, retreats, etc.

### **Pay Special Attention to Newcomers**

1. Invite them to networking events and "shepherd" them through.
2. Recommend professional associations for them to join.
3. Drop by their offices and say hello.
4. Make introductions—to peers, staff, leaders, clients, insiders, etc.
5. Invite them to attend hearings, meetings, etc. with you.
6. Offer to observe them in a hearing, deposition, call, etc., and provide feedback.
7. Mentor them.
8. Give guidance on developing their reputation.
9. Help them learn the firm's "political" ropes.
10. Praise them to higher-ups and insiders.
11. Leave a "welcome" greeting card signed by everyone on the team/department/office.
12. Tell them all the great reasons they were hired.
13. Leave a note saying, "We're glad you're here!"
14. Take a strengths assessment together and share ideas about using those strengths at work.
15. Discuss their goals and how you can support them.

## Acts of Kindness Instructions

In our daily lives, we all perform acts of kindness for others. Within the next week (7 days from today), you are to perform five acts of kindness for the assigned coworkers on your list – all five in one day.

These acts may be:

- Large or small
- Anonymous or identified
- Sacrifices of time, energy, or money

Some ideas for acts of kindness include:

- Helping a coworker complete a task above and beyond your normal job duties.
- Bringing someone a beverage, such as a soda, energy drink, hot coffee, or tea, without them asking.
- Writing or emailing a thank you note.
- Giving someone a gift card to a favorite store or restaurant.
- Making a special attempt to recognize someone who often gets overlooked.
- Helping someone carry their stuff.
- Leaving a flower on coworker's desk.
- Spending time learning more about someone else's life.
- Telling a coworker something that you noticed they do well.
- Cheering up someone who seems to be having a bad day.
- Your own ideas!

\*\* These were the acts of kindness list and instructions used in the workplace study that showed that acts of kindness in the workplace had a positive ripple effect. Chancellor, J., Margolis, S., Jacobs, B., & Lyubomirsky, S. (2018). Everyday prosociality in the workplace: The reinforcing benefits of giving, getting, and glimpsing. *Emotion (Washington, D.C.)*, 18(4), 507-517.  
doi:10.1037/emo0000321

THE  
*Kindness*  
CHALLENGE

*"Be kind whenever possible. It is ALWAYS possible."*

*-Dalai Lama*

# Everyday Prosociality in the Workplace: The Reinforcing Benefits of Giving, Getting, and Glimpsing

Joseph Chancellor, Seth Margolis, Katherine Jacobs Bao, and Sonja Lyubomirsky  
University of California, Riverside

A functional analysis of prosociality considers how predispositions for prosocial behavior prompt, reinforce, and propagate kind behaviors in the real world. To examine the effects of practicing, receiving, and observing everyday prosociality—as well as the mechanisms underlying these effects—we randomly assigned employees in a Spanish corporate workplace ( $N = 111$ ) to be Givers, Receivers, and Controls. Givers practiced 5 acts of kindness for a personalized list of Receivers over 4 weeks. We found that Givers and Receivers mutually benefited in well-being in both the short-term (e.g., on weekly measures of competence and autonomy) and the long-term (e.g., Receivers became happier after 2 months, and Givers became less depressed and more satisfied with their lives and jobs). In addition, Givers' prosocial acts inspired others to act: Receivers paid their acts of kindness forward with 278% more prosocial behaviors than Controls. Our results reveal that practicing everyday prosociality is both emotionally reinforcing and contagious (inspiring kindness and generating hedonic rewards in others) and that receiving everyday prosociality is an unequivocally positive experience (which may further reinforce Givers' actions). Prosociality's benefits shed light on its surprising ubiquity in humanity compared with our closest evolutionary cousins.

*Keywords:* generosity, prosociality, well-being, pay-it-forward

*Supplemental materials:* <http://dx.doi.org/10.1037/emo0000321.supp>

“It is one of the most beautiful compensations of this life that no man can sincerely try to help another without helping himself.”

—Ralph Waldo Emerson

The goal of promoting both well-being and prosocial behavior (i.e., doing kind acts for others) has important and unique implications for workplaces. Well-being predicts a number of positive occupationally relevant outcomes, such as persisting longer, performing better, working reliably (i.e., fewer absences), and earning higher supervisor evaluations (Boehm & Lyubomirsky, 2008; Fisher, 2010). Acting prosocially buffers against burnout and emotional exhaustion (Grant & Sonnentag, 2010), and by inducing a focus on others, promotes perspective-taking, empathy, and creativity (Grant & Berry, 2011). For example, sales teams awarded prosocial salary bonuses (i.e., bonuses granted to a salesperson on behalf of a sales teammate) are more productive than sales teams awarded personal salary bonuses (Anik, Aknin, Nor-

ton, Dunn, & Quoidbach, 2013). We conducted the present study in a work setting at a multinational corporation to determine whether practicing prosocial behavior could spur beneficial work-related outcomes and increase well-being.

## Consequences of Everyday Prosociality

### Well-Being

Correlational longitudinal studies can naturalistically examine prosocial behavior (e.g., charitable giving, volunteering, etc.) over sustained periods of time (Choi & Chou, 2010); their results suggest that practicing prosociality is associated with greater health and well-being (Corporation for National and Community Service, Office of Research & Policy Development, 2007), and its rewards can even extend to givers' families and communities (Morrow-Howell, Hong, & Tang, 2009). However, without the benefit of random assignment, such studies may strongly implicate, but not fully disentangle, prosociality's complex causes and consequences. Experimental studies in which participants are prompted to practice prosociality in their daily life over a period of time combine the advantages of longitudinal studies and laboratory experiments. In fact, in controlled experiments, the practice of kindness indeed boosts happiness and produces social benefits, sometimes even weeks later (Dunn, Aknin, & Norton, 2008; Layous, Nelson, Oberle, Schonert-Reichl, & Lyubomirsky, 2012; Lyubomirsky, Sheldon, & Schkade, 2005; Nelson et al., 2014; Sheldon, Boehm, & Lyubomirsky, 2012, Study 2).

But beneficiaries' responses to prosocial overtures are also crucial, inextricably linked to helpers' responses, and a frequently

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overlooked part of the story: Receivers' reactions—whether positive, neutral, or negative—may reinforce or inhibit future prosociality. Prior research shows that receiving help can be a mixed experience because it can threaten self-efficacy, curtail autonomy, and cultivate indebtedness (Fisher, Nadler, & Whitchee-Alagna, 1982). However, we argue that mixed results are most likely when help implies helplessness—for example, requesting, needing, coping, distressing, or struggling. As a contrast, everyday prosocial behavior—that is, small acts of kindness performed for partners, parents, friends, and coworkers—is both ubiquitous in normal life and far less likely to cause unintended side effects. Although a number of correlational and experimental studies have examined the consequences of prosociality for either the actor or the recipient, very few have captured how everyday prosocial acts affect both parties' well-being simultaneously and over extended periods of time.

### Need Satisfaction

Self-determination theory (Deci & Ryan, 2000) provides insight into how prosocial behavior can meet individuals' core psychological needs—namely, connectedness (meaningful relationships), autonomy (sense of choice), and competence (self-efficacy). Engaging in various kinds of positive activities, such as expressing gratitude and practicing optimism, has already been shown to satisfy two of the three basic needs—autonomy and connectedness (Boehm, Lyubomirsky, & Sheldon, 2011)—and doing kindness may have parallel effects.

Given that prosociality is usually performed for another person—and intended to benefit or make that person happier—it is not surprising that it would promote a greater sense of connectedness and closeness with others, perhaps the most crucial component of human flourishing (Berscheid, 2003). Competence could also be a key outcome because committing kind acts may lead people to feel more competent in their abilities to enact change and improve their relationships (Lyubomirsky, King, & Diener, 2005; Otake, Shimai, Tanaka-Matsumi, Otsui, & Fredrickson, 2006).

Although prosociality is often equated with reciprocity (i.e., tit-for-tat), feeling indebted to another, being “forced” to give, or feeling obligated to return a favor should impinge on one's core need for autonomy—that is, the feeling that one's behavior is freely chosen and “owned” at the highest level. We hypothesize, however, that carefully nudging individuals to practice their own prosocial acts can actually cultivate feelings of autonomy as individuals implement their own unique brand of kindness and are poised to take ownership of the fruit of their overtures (see also Nelson et al., 2014).

Receiving everyday prosociality means experiencing another person demonstrate care, support, sensitivity, or thoughtfulness. As a result, a key outcome of prosociality is likely to be increased feelings of connectedness to others. Likewise, because recipients may interpret kind acts as validation of themselves or their behavior, they may feel more competent and autonomous. For example, as her act of kindness, Karen might choose to praise Tim for his contribution on a group project, which he interprets as an explicit endorsement of his abilities—fostering his competence (i.e., having acted properly in the past) and autonomy (i.e., feeling freer when making subsequent decisions).

In the current study, we aimed to extend the previous work on the benefits of practicing kindness by measuring the differential impact on both receivers and givers over longer time periods. Although our study necessarily contained some artificial elements, its aim was to employ a broader conceptualization of prosociality in a naturalistic environment to advance researchers' understanding of the functional benefit of prosociality in the real world.

### Who Spreads Prosociality?

A key question is how prosociality develops naturalistically (without having been directly prompted by an experimenter). Although humans seem to be endowed with innate prosocial tendencies (Warneken & Tomasello, 2009), a good deal of prosociality is likely spread socially—inspired and reinforced by strangers, friends, parents, or role models. In fact, a growing number of observational studies suggest that many human states and behaviors can propagate from person to person, including obesity (Christakis & Fowler, 2007), smoking (Christakis & Fowler, 2008), happiness (Fowler & Christakis, 2009), and loneliness (Cacioppo, Fowler, & Christakis, 2009).

Researchers have examined the social contagion effects of prosociality in experimental economic games, and found that generous allocations of resources could indeed spread from person to person (DeSteno, Bartlett, Baumann, Williams, & Dickens, 2010; Fowler & Christakis, 2010; Gray, Ward, & Norton, 2014). In an economic exchange game, for example, participants who had been helped by another gave more money to a stranger than those who had not been helped—a pay-it-forward effect (DeSteno et al., 2010). In a multiround economic game in which participants were constantly changing partners, giving more money to a partner instead of keeping it increased the partner's voluntary donations to others in subsequent rounds (Fowler & Christakis, 2010). Experimental studies that include both givers and receivers can be difficult to design without the use of economic games. For this reason, to our knowledge, only a few noneconomic experiments have included both givers and receivers in the same study, and few of these studies included participants who were actually recipients of other participants' prosociality (for an exception, see Weinstein & Ryan, 2010).

### Primary Aims and Hypotheses

Our study aimed to investigate the hedonic consequences (e.g., increased happiness and need satisfaction) and behavioral consequences (e.g., increased prosocial behaviors) of everyday prosocial behaviors for givers and receivers. Accordingly, we designed a longitudinal study (which included baseline measures, a 4-week active intervention, and one monthly follow-up; see Figure 1) and conducted it in a naturalistic environment (a corporate workplace in Madrid, Spain). Notably, we used experimental methods—the random assignment of employees to be Givers, Receivers, or Controls—that allow for causal inferences.

### Defining Prosociality

In this study, we used a subjective and behavioral definition of prosociality, operationalizing it as performing acts of kindness for others (i.e., everyday prosociality). These acts are entirely partic-

	Week 0	Weeks 1-3	Week 4	Weeks 8-16	
Givers	Weekly Measures	Weekly Measures	Weekly Measures	Monthly Measures	
	Monthly Measures		Monthly Measures		
	Behavioral Measures	Behavioral Measures	Behavioral Measures		Behavioral Measures
	Acts of Kindness Instructions for Week	Acts of Kindness Instructions for Week			
		Prior Week's Acts of Kindness Report	Prior Week's Acts of Kindness Report		
Controls	Weekly Measures	Weekly Measures	Weekly Measures	Monthly Measures	
	Monthly Measures		Monthly Measures		
	Behavioral Measures	Behavioral Measures	Behavioral Measures		Behavioral Measures
Receivers	Weekly Measures	Weekly Measures	Weekly Measures	Monthly Measures	
	Monthly Measures		Monthly Measures		
	Behavioral Measures	Behavioral Measures	Behavioral Measures		Behavioral Measures

Figure 1. Study timeline and order of materials.

participant-defined; we asked one group (Givers) to plan and perform “acts of kindness” for others, without knowing the purpose of our study. Under the guise of measuring workplace morale, we also prompted others (Receivers and Controls) to count prosocial actions they both observed and performed from a list of positive and negative work-relevant behaviors.

We use the terms *everyday prosociality*, *acts of kindness*, *prosociality*, or *prosocial behaviors* to refer to all of these personally defined prosocial behaviors. Although we instructed Givers to act with altruistic motivation (i.e., acting solely for the benefit of others, without expecting a payback), our definitions do not otherwise depend on any particular motivation, but only on the prosocial behaviors that participants told us they performed.

## Hypotheses

We tested the following hypotheses:

*Hypothesis 1:* Mutual-benefit (Givers and Receivers). We hypothesized that both Givers and Receivers would report benefits in well-being and need satisfaction over the short- and long-term from being assigned to perform and receive acts of kindness, respectively.

*Hypothesis 2:* Pay-it-forward (Receivers). Givers’ prosocial behavior was also expected to be “contagious.” We hypothesized that Receivers would spontaneously perform their own acts of kindness for others (i.e., exhibit a pay-it-forward effect), even though no one had instructed them to do so.

## Method

### Participants

Employees were recruited from Coca-Cola Iberia in Madrid, Spain. Of the approximately 1,200 employees, 88 (72.7% female)

participated in the study. Sample size was solely determined by availability; we used the largest possible sample given the constraints of this type of field experiment. There were no data exclusions. Participants’ ages ranged from 22 to 55 ( $M = 35.60$ ,  $SD = 8.99$ ), and they worked in a variety of departments, including Marketing, Accounting, Information Technology, and Customer Care. All instructions and measures were completed in Spanish. If a Spanish translation was not already available, instructions and measures were translated and back-translated following conventional procedures (Brislin, 1970).

### Procedure

**Recruitment and cover story.** Our study was approved by the Institutional Review Board at University of California, Riverside. We recruited participants in their workplace, who were given both a prize of university merchandise and a donation to a charitable organization based on enrollment in the study. We told all participants that they would be practicing a potentially happiness-boosting activity over a number of weeks, which might include performing acts of kindness, expressing gratitude, counting blessings, using one’s signature strengths, or practicing optimism. Our instructions informed participants that the computer would randomly assign them to an activity, that it might change from week to week, and that some would not be assigned any activity for the duration of the study. We instructed all participants to keep their activities confidential and focus only on completing their assignments to the best of their abilities.

**Group assignment.** We randomly assigned participants to one of three groups: Givers ( $n = 19$ ), Receivers ( $n = 35$ ), and Controls ( $n = 34$ ). There were no other conditions. We planned for Receivers and Controls to comprise 40% of the sample each (i.e., 80% total) to allow Givers to choose from a list of Receivers and to ensure a sufficient distribution of participants in the Control group with high and low social proximity to Givers and Receivers.

No participants were aware of their group assignment or that examining prosociality was the true purpose of the study. They were only informed of their activity instructions for the week. Thus, Receivers were not aware that Givers had been assigned to do acts of kindness on their behalf.

**Measurement occasions.** Participants logged into the study website every week for 4 weeks to complete surveys and perform their assigned activity. Participants completed weekly outcomes throughout the intervention.<sup>1</sup> Monthly outcomes were completed at baseline, the end of the intervention, and at a 1- and 3-month follow-up. (See Figure 1 for an overview of study procedures and timeline.)

## Materials

**Acts of kindness intervention.** We instructed Givers to perform five acts of kindness in one day for recipients on a specific list (see our online supplemental material for complete instructions). We highlighted that Givers could choose the specific kinds of activities they did, when they performed them, and whom they choose from their randomized lists of recipients. To help Givers select acts of kindness, we offered ideas such as “bringing someone a beverage,” “cheering up a coworker who seems to be having a bad day,” and “e-mailing a thank you note.” Our examples varied from week to week and included sacrifices of time, resources, and money. Although the specific acts of kindness that Givers performed were likely to be known by others, we instructed Givers to keep the actual details of their positive activity assignment secret.

Givers performed their acts of kindness for Receivers each week. At the outset of the study, we created a customized, randomized Receiver list for each Giver. Each week’s list had 10 coworkers’ names (from the Receivers group) and these lists differed for each of the 4 weeks of the intervention. Each Receiver appeared on an average of 2.5 Givers’ lists per week. We sent these lists to Givers via e-mail with instructions to refer to it for their assigned activity while keeping it confidential.

Neither Receivers nor Controls performed any other activity assignments throughout the study.

**Behavioral self-reports.** All participants were asked to recall specific instances of positive and negative workplace behaviors performed by others and themselves. Positive behaviors included “expressing sincere gratitude for a coworker” and “performing an unexpected act of kindness.” Negative behaviors contained items like “repeating gossip or rumors about a coworker” and “insulting a coworker.” We summed positive behaviors and subtracted negative behaviors to arrive at a final count. Due to participants’ tendency to report more positive than negative behaviors, this total was almost always positive.<sup>2</sup> Thus, there are two main prosocial behavior variables: Others’ prosocial behaviors and own prosocial behaviors.

### Weekly outcomes.

**Need satisfaction.** Participants reported three types of need satisfaction (i.e., feelings of connectedness with others, feelings of autonomy, and feelings of competence; Deci & Ryan, 2000; Sheldon, Elliot, Kim, & Kasser, 2001) with three sets of three-item measures. Across all time points,  $\alpha$ s ranged from .74 to .91 for autonomy, .76 to .83 for competence, and .71 to .88 for connect-

**Affect and life satisfaction.** The brief Weekly Satisfaction Measure (Jacobs Bao, 2012) is designed for repeated measurements over short time periods and asks, “How have you been feeling in the last week?” (–10 = *extremely negatively*, 10 = *extremely positively*) and “How satisfied with your life have you been in the last week?” (–10 = *extremely satisfied*, 10 = *extremely dissatisfied*).

**Elevation.** Participants reported their feelings of elevation on a seven-item questionnaire (Algoe & Haidt, 2009). Examples items include “I felt ‘lifted up’ or ‘nobler’ myself” and “I felt more open and loving toward people in general.” Participants rated their level of agreement with each item on 7-point Likert-type scales (1 = *strongly disagree*, 7 = *strongly agree*). Across all time points,  $\alpha$ s ranged from .82 to .87.

### Monthly outcomes.

**Happiness and life satisfaction.** The Subjective Happiness Scale (Lyubomirsky & Lepper, 1999) is a four-item measure that asks respondents to rate their general happiness on 7-point Likert scales. Across all time points,  $\alpha$ s ranged from .69 to .83.

The Satisfaction With Life Scale (Diener, Emmons, Larsen, & S. Griffin, 1985) is a five-item measure of global life satisfaction. Across all time points,  $\alpha$ s ranged from .78 to .91.

**Depression.** The Quick Inventory of Depressive Symptomatology Self-Report (QIDS-SR; Rush et al., 2003) is a measure of depressive symptom severity. The 16 items address sleep problems, appetite/weight issues, sadness, lethargy, and restlessness.

**Occupational measures.** The Overall Job Satisfaction Scale (Cammann, Fichman, Jenkins, & Klesh, 1983) is a three-item measure that assesses employees’ liking and satisfaction with their job. Across all time points,  $\alpha$ s ranged from .79 to .83.

**Timeline.** Participants completed weekly outcomes at baseline (Week 0), during each week of the 4-week intervention (Weeks 1–3), and immediately postintervention (Week 4). They completed monthly outcomes at baseline (Week 0), postintervention (Week 4), the 1-month follow-up (8 weeks), and the 3-month follow-up (16 weeks; see Figure 1).

## Analytic Approach

**Behavioral outcomes.** Because discrete data violates assumptions inherent in OLS regression for all behavioral outcomes, we employed mixed-effects models with the Poisson family using a log link (using the lme4 package in R). As Poisson regression makes strict assumptions about the means and variance of the data, we estimated an additional random effect to control for overdispersion. With a log link, coefficient estimates indicate that every 1-unit increase in the predictor results in a log<sup>coefficient</sup> multiplicative change in the dependent variable.

<sup>1</sup> Several measures are not reported in this paper. Participants wore RFID badges that tracked their social interactions and reported on their social ties; these measures are described elsewhere (Chancellor, Layous, Margolis, & Lyubomirsky, 2017). Other measures (of personality, work performance, health symptoms, social relations, and flow) employed in the study were not analyzed because they either lacked relevance to the primary aims of this paper (thus, their inclusion did not justify the loss in brevity) or suffered from technical and power issues.

<sup>2</sup> In the rare case that summation led to a negative value, this value was changed to zero.

Table 1  
Sample Size by Condition and Time Point

Condition	Baseline	Week 1	Week 2	Week 3	Week 4	Week 8	Week 16
Givers	19	16	13	10	8	4	4
Receivers	35	34	32	26	24	14	12
Controls	34	33	29	24	17	12	7
Total	88	83	74	60	49	30	23

As our manipulation involved instructing Givers to change their behaviors, we excluded them from analyses of prosocial behavioral changes by group. The combined equation for prosocial behavior changes by group (i.e., Controls and Receivers only) is the following:

$$\log(Y_{ij}) = \gamma_{00} + \gamma_{01}RECEIVER + \gamma_{10}TIME + \gamma_{11}RECEIVER \times TIME + (u_{0j} + u_{1j}OD + r_{ij})$$

**Weekly and monthly outcomes.** We conducted latent growth curve modeling (using the lavaan library in R) to examine changes in weekly and monthly outcomes. We used full information maximum likelihood estimation (Enders & Bandalos, 2001) with robust standard errors. The growth models for weekly and monthly outcomes are displayed in our online supplemental material A correlation matrix of weekly and monthly outcomes are presented in our online supplemental material.

## Results and Discussion

### Baseline Analyses

No significant differences for any of the weekly or monthly outcome variables (all  $ps > .27$ ) emerged among our three groups at baseline, indicating that random assignment was successful.

### Completion Rates

The percentages of participants completing each measurement occasion were as follows: Baseline: 100%; Week 1: 94.3%; Week 2: 84.1%; Week 3: 68.2%; Week 4: 55.7%; 1-Month Follow-Up: 34.1%; 3-Month Follow-Up: 26.1%. Because our sample was relatively small and suffered from considerable attrition, cell sizes became quite small by the end of the experiment (see Table 1). Thus, caution should be used in interpreting our results, particularly those involving data gathered at follow-ups.

With one exception, we found no differences in baseline levels of any outcome measure between those who did and did not complete later time points in the study (all  $ps > .18$ ). Participants who completed the 1-month follow-up were marginally higher in feelings of competence at baseline than those who did not,  $t(86) = 1.73, p = .087$ . Attrition did not vary based on group assignment (all  $ps > .55$ ).

### Givers and Receivers

**Givers' kind acts.** We asked Givers to list the acts of kindness they performed for Receivers. Altogether, they reported behaviors such as "I brought him a coffee," "I gave her a sweatshirt," "I encouraged him," and "I showed him how to make a PO."

**Others' and own behaviors.** Even though they were unaware of their special status as recipients of prosociality, Receivers noticed the relative increase in prosocial behaviors in the office<sup>3</sup> (see Receiver and Time  $\times$  Receiver Estimates for Others' Prosocial Behaviors in Table 2 and top panel of Figure 2). Receivers finished the intervention reporting observing 1,035% more prosocial behaviors than controls,  $b = 2.43, SE = 0.76, z = 3.20, p = .0014$ , which translated to a linear increase of 13% per week,  $b = 0.12, SE = 0.05, z = 2.61, p = .0091$ . Receivers' observations of prosocial behaviors serve as a manipulation check that Givers were practicing their acts of kindness as instructed. Notably, according to Receivers' observations, this linear increase persisted after the intervention had ended—3 full months after Givers' prosociality assignment had actually concluded.

Were Receivers inspired to practice prosociality themselves? Supporting our pay-it-forward hypothesis, Receivers reported performing more of their own acts of kindness, even though they had not been specifically asked to do so (see Own Prosocial Behaviors in Table 2 and lower panel of Figure 2). Receivers reported performing 278% more prosocial behaviors,  $b = 1.33, SE = 0.61, z = 2.18, p = .029$ , an increase of 7% each week,  $b = 0.07, SE = 0.04, z = 1.97, p = .049$ . In sum, Receivers reported performing their own prosocial acts for others as a direct consequence of Givers acting prosocially toward them.

Were Receivers paying back acts of kindness to Givers or forward to others? We analyzed Givers' report of others' prosocial behaviors, but found no increase in final intercept,  $b = 0.137, SE = .972, z = 0.141, p = .88$ , or in change over time,  $b = 0.015, SE = 0.0677, z = 0.22, p = .82$ . Thus, Givers' reports of others' behaviors do not suggest that Receivers are simply reciprocating prosociality back to Givers.

**Weekly well-being outcomes.** Were Givers' prosocial acts mutually beneficial in well-being for both Givers and Receivers (i.e., our mutual-benefit hypothesis)? Over the 4 weeks of the assigned prosociality intervention (see top half of Table 3 and Figure 3), Givers significantly increased in feelings of competence,  $b = 0.146, SE = 0.07, \beta = .729, p = .036$ , and autonomy,  $b = 0.085, SE = 0.043, \beta = .405, p = .048$ , compared to Controls. Receivers significantly increased in feelings of autonomy,  $b = 0.087, SE = 0.04, \beta = .484, p = .032$ , but not competence, compared to Controls. Although Receivers' estimate of increases in competence was also moderate in terms of its effect size, it was not significantly different from zero,  $b = 0.102, SE = 0.066, \beta = .595, p = .119$ .

<sup>3</sup> See Limitations for a discussion of the interpretation of relative and absolute increases in our behavioral self-reports.

Table 2  
Changes in Others' and Own Behaviors in Receivers and Controls

Outcome variable	Time			Receiver				Time × Receiver			
	<i>b</i>	<i>SE</i>	<i>t</i>	<i>b</i>	<i>RR</i>	<i>SE</i>	<i>t</i>	<i>b</i>	<i>RR</i>	<i>SE</i>	<i>t</i>
Others' prosocial behaviors	-.27	.04	-6.88***	2.43	1,035%	.76	3.20**	.12	13%	.05	2.61**
Own prosocial behaviors	-.21	.03	-7.15***	1.33	278%	.61	2.18*	.07	7%	.04	1.97*

Note. RR = relative risk.  
\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .001$ .

**Brief discussion.** Supporting our mutual-benefit hypothesis, both Givers and Receivers benefited in the short-term from the Givers' practice of prosociality by feeling more autonomous. Givers additionally reported feeling more competent. Surprisingly, neither Givers nor Receivers reported increases in feelings of connectedness with others. Thus, Givers' practice of prosociality did not lead to more satisfaction of core relational needs, but instead resulted in a greater sense of self-efficacy in interacting with the world (i.e., competence) and acting in alignment with their core values (i.e., autonomy).

Likewise, acts of kindness done on Receivers' behalf did not boost satisfaction of core relational needs, but instead resulted in more autonomy. Receivers may have perceived Givers' prosocial acts (which Givers reported as including recognition of Receivers' work accomplishments [e.g., "I praised him in front of everyone for being efficient with what I needed from him"]) as work-relevant, but not socially relevant, feedback from coworkers. Positive feedback could have increased Receivers' sense that their

choices were more meaningful (i.e., eudaimonic; see King & Hicks, 2012) and thus more reflective of their "true selves" and core values (i.e., autonomy). Finally, Receivers' results suggest that benefiting from everyday prosociality tends to be an unambiguously positive experience.

**Monthly well-being outcomes.** Further supporting our mutual-benefit hypothesis, over 2 months (8 weeks; see bottom half of Table 3 and Figure 4), compared to Controls, Givers showed significant increases in life satisfaction,  $b = 0.079$ ,  $SE = 0.023$ ,  $\beta = .467$ ,  $p = .001$ , and job satisfaction,  $b = 0.056$ ,  $SE = 0.023$ ,  $\beta = .381$ ,  $p = .017$ , and significant decreases in depressive symptomatology,  $b = -0.03$ ,  $SE = 0.008$ ,  $\beta = -.659$ ,  $p < .001$ , whereas Receivers showed increases in happiness,  $b = 0.052$ ,  $SE = 0.026$ ,  $\beta = .324$ ,  $p = .048$ . Giver's changes in happiness were also positive and of similar magnitude as those of Receivers, but not significant,  $b = 0.060$ ,  $SE = 0.042$ ,  $\beta = .320$ ,  $p = .154$ .

**Brief discussion.** Thus, a full month after Givers finished practicing their prosociality assignment, the long-term benefits of prosociality remained primarily with Givers—namely, more life satisfaction, more job satisfaction, and fewer symptoms of depression.<sup>4</sup> Receivers' reported gains in happiness, but not in life satisfaction, depressive symptoms, or job satisfaction. Thus, our results suggest that windfalls of prosociality (i.e., being a Receiver) produce relatively short-term benefits, whereas efforts involved in creating windfalls for others (i.e., being a Giver) leads to more numerous long-term benefits.

## General Discussion

Our 4-week experimental intervention involved assigning Givers to perform everyday prosocial acts for randomly selected Receivers at their workplace, who were unaware that they had been chosen as targets. Givers successfully carried out their assignment, as was reflected in Receivers' 10-fold mean difference in observations of prosocial behaviors (e.g., perform an act of kindness, speak up on behalf of another, make a coworker feel appreciated) around the office compared with Controls.

<sup>4</sup> At baseline, Givers' depressive symptoms were relatively low ( $M = 0.38$  on a scale from 0 to 3,  $SD = 0.30$ ) and not significantly different from Receivers or Controls ( $M = 0.34$ ,  $SD = 0.30$ ); yet 4 weeks later, Givers' depressive symptoms had dropped even further ( $M = 0.21$ ,  $SD = 0.18$ ), while those of Receivers and Controls increased slightly ( $M = 0.38$ ,  $SD = 0.31$ ). Indeed, Givers moved from endorsing around 5 or 6 symptoms to endorsing 1 or 2 symptoms 1 month after the intervention (as this downward trajectory continued over time). Thus, although Givers' depressive symptoms were not severe, relative to Controls, the practice of generosity led to even fewer of these troubling and problematic feelings and behaviors.

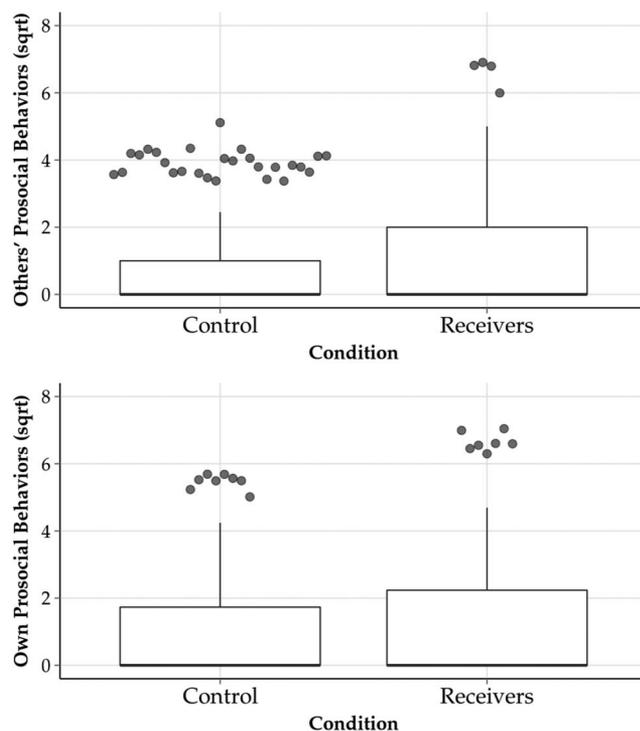


Figure 2. Monthly outcomes by group over the intervention period (4 weeks) and 1-month follow-up.

Table 3  
Changes in Weekly and Monthly Outcomes by Experimental Group

Outcome	<i>N</i> ( <i>df</i> )	Time points (Time span)	Giver (A) $\beta$	Receiver (B) $\beta$	SRMR	RMSEA	PCLOSE
Weekly outcome							
Connectedness	88 (15)	5 (4 Weeks)	.131	.192	.059	.050	.472
Competence <sup>a</sup>	88 (9)	4 (3 Weeks)	.729*	.595	.051	.000	.848
Autonomy	88 (15)	5 (4 Weeks)	.405*	.484*	.078	.000	.832
Elevation	88 (15)	5 (4 Weeks)	.032	.161	.054	.000	.759
Weekly Affect	88 (15)	5 (4 Weeks)	.199	.192	.066	.000	.810
Weekly Sat	88 (15)	5 (4 Weeks)	.048	.209	.073	.050	.489
Monthly outcome							
SHS	88 (5)	3 (8 Weeks)	.320	.324*	.051	.000	.696
SWL	88 (5)	3 (8 Weeks)	.467***	.211	.049	.000	.861
QIDS	88 (5)	3 (8 Weeks)	-.659***	-.244	.064	.040	.457
OJS	88 (5)	3 (8 Weeks)	.381*	.005	.057	.050	.434

*Note.* Weekly Aff = weekly affect. Weekly Sat = weekly satisfaction. SHS = Subjective Happiness Scale. SWL = satisfaction with life. QIDS = Quick Inventory of Depressive Symptomatology. OJS = overall job satisfaction. SRMR = standardized root mean residual. RMSEA = root mean square error of approximation. PCLOSE = Probability that the model is not a perfectly fitting model. The model for weekly outcomes (5 time points over 4 weeks) is displayed in our online supplemental material. The model for monthly outcomes (3 time points over 8 weeks) is displayed in our online supplemental material.

<sup>a</sup> To improve the overall fit of the model, we included one fewer time point (i.e., only T<sub>2</sub>-T<sub>6</sub>).

\*  $p < .05$ . \*\*\*  $p < .001$ .

### Givers and Receivers Mutually Benefit

Supporting the hypothesis of mutual benefit, over the 4-week intervention period, Receivers and Givers both reported increases in autonomy compared with Controls, and Givers also reported more competence. However, as Figure 3 illustrates, these results were primarily driven by decreases in the control group. Thus, it may be that giving and receiving prosocial behavior buffer against decreases in these constructs. Over the long-term (i.e., 2 months), the benefits of kindness remained primarily with Givers, which were manifested in higher life satisfaction, fewer symptoms of depression, and higher job satisfaction. Receivers did report more happiness (although Givers' estimates were similarly large, but not significant; see Limitations for a discussion of group size and power). We found no negative short- or long-term impact of receiving interpersonal acts of kindness in the workplace, consistent with prior findings on the effects of autonomously motivated helpers on recipients (Weinstein & Ryan, 2010).

Altogether, the benefits that Givers earned for themselves were more numerous and lasted longer than the benefits they imparted to others. They became more satisfied with their lives and their jobs, and reported fewer depressive symptoms. Although they labored for the benefit of others, Givers earned positively reinforcing well-being rewards for themselves, with their efforts to be kinder possibly boosting their chances of success across a variety of life domains (Lyubomirsky, King, et al., 2005).

Depression can negatively affect work performance and productivity, costing companies a great deal of money. For example, according to DeVol et al. (2007), mental health conditions (mostly depression and anxiety) have been found to account for one third of sick days (1.3 billion days total) and are projected to cost the United States \$116 billion by 2023. Our results suggest the possibility that simply practicing kindness might protect against depression, while elevating the entire office environment.

Even though doing acts of kindness for others is fundamentally a relational activity (and we are arguing that prosociality is a

positive "social signal"), we found little evidence that increased connectedness was an outcome of practicing/receiving prosociality. Our results instead suggest that practicing or receiving acts of kindness is distinctly different from everyday social interactions, with prosociality primarily meeting personal psychological needs for mastery and control. An alternative explanation for the inability of prosociality to change participants' feelings of connection with others is that the present study was conducted in an office environment, where the explicit focus is usually on tasks, not people, and thus, Givers may have infused their acts with a high degree of work relevance. To the degree that this is true, a change in contexts (e.g., on a college campus) could produce different results. Cultural context or participant demographics could also play a role; because Spanish culture highly values relationships (Inglehart & Baker, 2000) or because most of our participants were women, the benefits that participants earned from prosociality could have manifested themselves in other areas of need satisfaction (i.e., a cultural or gender ceiling effect). Lastly, we may have failed to observe changes in connectedness due to our limited sample size. However, despite our relatively small sample size and the plausibility of both contextual and cultural influences, our results are still notable in showing that prosociality can increase happiness by meeting nonrelational core needs.

### Receivers Pay-It-Forward

Supporting our hypothesis that Receivers would spontaneously report more of their own acts of kindness, taken together they reported almost three times more prosocial behaviors than Controls—an approximate increase of 7% per week. Our results show that benefitting from a number of "prosocial encounters" over multiple weeks leads directly and spontaneously to reports of greater prosocial behavior toward others in a highly naturalistic environment. Furthermore, because Givers' reports of others' behaviors did not systematically shift over the study, Receivers are

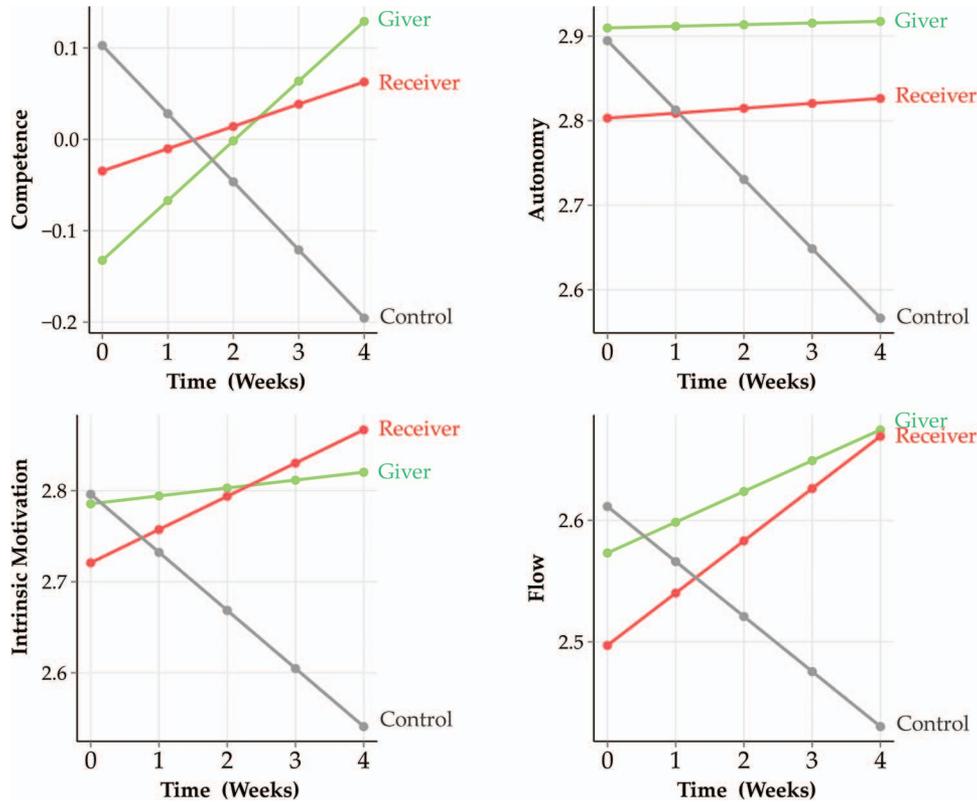


Figure 3. Box-plots of counts of observed and performed behaviors reported by Controls and Receivers (square-rooted). Controls are more numerous than Receivers ( $n = 43$  vs.  $n = 25$ ). Also, due to the nature of count data, distributions are not Gaussian, appear highly positively skewed, and were thus transformed for graphing. See the online article for the color version of this figure.

likely to be paying-it-forward to others—not simply paying-it-back.

### Potential Limitations and Future Questions

Our study faced sample size constraints common in field studies, particularly those in workplace settings. Our sample of 88 participants was divided among three conditions and suffered from substantial attrition. Although this led to small cell sizes (see Table 1), our study did benefit from the power of repeated measurements. Yet, findings from this study should be interpreted with caution due to our small sample size. We hope that future studies attempt to replicate our findings.

Instead of having our Control group perform a neutral activity, we used a no-treatment approach. Neutral activity controls ensure that differences that arise from performing an activity are not due to placebo effects. In our study, all participants were told that they would be assigned activities, and thus those in the control condition (which involved no activity) may have realized that they were in the control condition. However, this criticism of our research design is only valid for hypotheses related to Givers, because neither Receivers nor Controls were assigned to practice an activity. Furthermore, demonstrating that Givers would benefit from performing acts of kindness was our least risky hypothesis (given that the benefits of practicing prosociality have been documented in other studies; see *Layous & Lyubomirsky, 2014*, for a review).

Did demand or placebo effects play a role in our study? We attempted to reduce this possibility by informing participants in all conditions that they would be practicing a potentially happiness-boosting activity and asking all participants about both well-being and positive behaviors. However, because Givers were the only group instructed to perform specific behaviors, they may have had stronger suspicions than other groups that their assigned activity should boost happiness, and, as a result, Givers may have responded more positively to the well-being measures. In addition, our emphasis on Givers' autonomy to choose the who, what, and where of their prosocial acts might have created demand, which could explain Givers' reported increases in autonomy. However, this does not explain why we found increases in (and mediation via) autonomy among Receivers. More broadly, the act of observing others and reporting the number of prosocial acts could have elicited reporting biases. In addition, we may have primed prosociality by offering charitable incentives for participating.

Two potential limitations relate to the conclusions that can be drawn from our results. First, Receivers reported that they engaged in more acts of kindness as the experiment unfolded, which we interpret as evidence for a pay-it-forward effect. However, Receivers may have simply been more attentive to their own kind acts because they were receiving more kindnesses than usual. Alternatively, Receivers could have been motivated to believe they per-

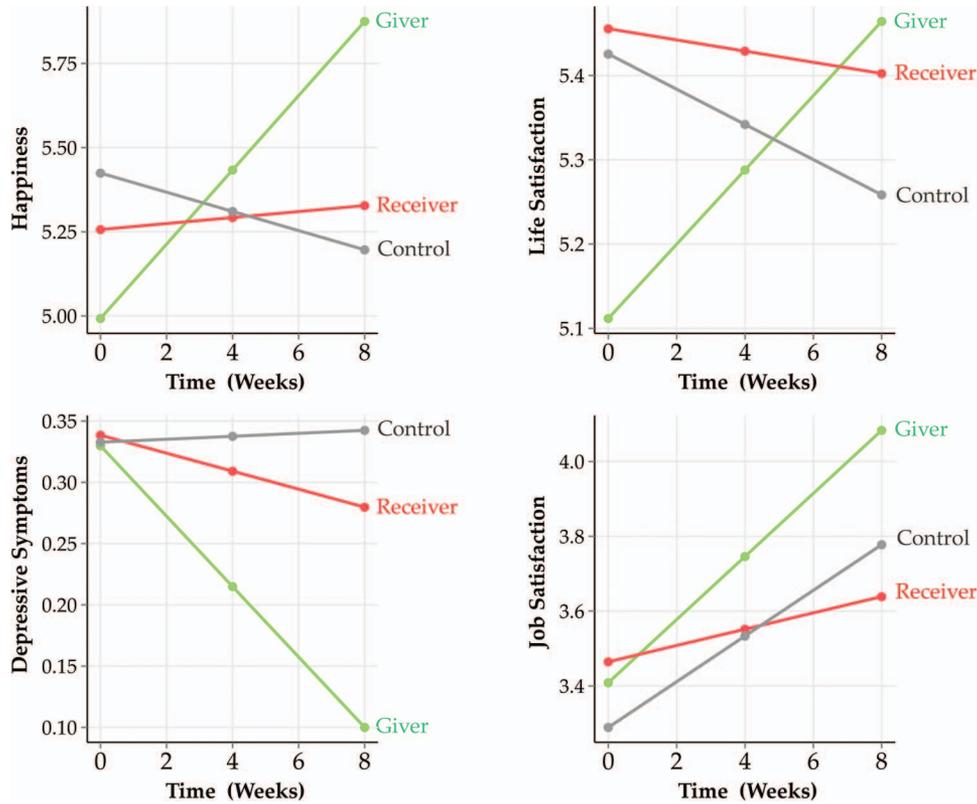


Figure 4. Weekly outcomes by group over the intervention period (4 weeks). See the online article for the color version of this figure.

formed more acts of kindness to justify the kindnesses they themselves received.

Second, our results illuminate the benefits that follow from giving or receiving everyday prosocial acts. However, these benefits may be even broader than we anticipated. For example, given that many everyday prosocial behaviors (e.g., bringing a colleague coffee in a public space) are observable by others, Givers may have experienced praise from others for their kind acts. In turn, this boost in reputation or esteem may have helped drive the effects we observed on Givers. Similarly, Receivers may have benefitted because receiving kindnesses in public may signal one's value to the group.

A set of critiques of our design relate to selection effects. Participation incentives offered included charitable rewards that might have led to oversampling prosocially inclined individuals. Yet, because we offered two kinds of rewards (both personal and prosocial prizes), we likely attracted participants with a variety of motivations. Further, the effects that we observed should still hold true for a sizable percentage of the entire organization (i.e., as approximately one third of employees participated). In addition, all participants were told they would be engaging in a potentially happiness-boosting activity, which may have led to an oversampling of happiness seekers. Although our sample selection may not have been completely random, assignment to conditions was completely random, suggesting that our between-groups comparisons were not impacted by this selection effect. However, it is possible that particularly prosocial individuals were impacted relatively

more by being a Giver or Receiver, thus bolstering our effects. Another selection effect could have resulted from Givers picking Receivers based on nonrandom characteristics (such as attractiveness); notably, however, their choices were constrained to a list of randomly selected employees.

Because considerable attrition in our study began at 4 weeks, and escalated at the 1- and 3-month follow-up, the participants who elected to continue the intervention could have substantively differed from those who dropped out. To be sure, we noted only a marginal baseline difference in competence for those who completed the final time points. Although those who continued the study did not differ in their baseline levels of other well-being measures from those who left, we cannot fully eliminate the possibility that our participants experienced different reactions to their assigned activity that affected their participation in the study.

Were Givers successful in keeping their activity assignment secret? We instructed them to do so, and to the best of our knowledge and results, they followed our instructions. However, we would also argue that our findings are important even if "contamination" had occurred. In fact, contamination (i.e., social propagation) is a key component of our hypotheses, and our instructions to Givers to keep their activity assignment secret (but not necessarily the acts themselves) were designed to minimize artificiality (i.e., experimenter-prompted changes) in favor of naturalistic contamination (i.e., individuals acting kindly out of their own volition).

As anticipated by the pay-it-forward hypothesis, Receivers performed prosocial acts at an increasing rate throughout the experiment, thus becoming like Givers in this way. Similarly, Controls may have had experiences paralleling Receivers as Receivers paid their acts forward. Although this sequence of events potentially blurs the distinctions between our conditions, it likely led to more conservative tests of our hypotheses.

Lastly, the type of relationship between Givers and Receivers (e.g., close friends vs. workplace acquaintances) may moderate some of the effects we observed. Future investigators may wish to collect such information to address this question.

### Concluding Words and Future Directions

Although our Spanish sample is more diverse in background and age than those used in many published psychological studies (which primarily rely on U.S. undergraduates; Jones, 2010), cultural psychologists may feel disappointed that our study's single-nation sample makes it impossible to uncover any cross-cultural differences. For now, our findings do suggest broadly that positive activities such as practicing kindness can be effective in cultures other than the United States, although they may need to be applied to specific environments (as we tailored our prosociality intervention to a Spanish workplace). Future research should examine the degree to which deliberate prosocial acts produce the same results in different cultural contexts.

In the workplace, we envision office-based programs that encourage prosociality, but of course, are voluntary and free from stigma or coercion. Even though Givers did not choose their positive activity, all participants elected to cooperate in our research and chose how to express or show kindness. Forcing or compelling employees to participate in a workplace program—however well-meaning the intention—is not only potentially unethical, but would likely backfire. Most important, our results suggest that CEOs and managers could best foster prosociality in their workplaces through their own examples—by funding and modeling the kind of prosociality that they aspire to cultivate in others, much like Bill Gates of Microsoft has done for more than 15 years and Mark Zuckerberg of Facebook did in 2015.

In sum, our study suggests that although everyday prosocial acts may be small, they are not insignificant. The benefits of prosociality do multiply, favoring not only those who give but also those who receive and observe.

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A misty forest path with trees and a rainbow. The path is paved and leads into the distance, flanked by tall trees. A soft rainbow is visible in the misty air. The overall atmosphere is serene and inspirational.

**A SINGLE ACT  
OF KINDNESS  
THROWS OUT ROOTS  
IN ALL DIRECTIONS,  
AND THE ROOTS  
SPRING UP AND  
MAKE NEW TREES.**

**AMELIA EARHART**

**RANDOM ACTS OF KINDNESS  
FOUNDATION®**

Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or *the smallest act of caring*, all of which have the potential to turn a life around.

LEO BUSCAGLIA



RANDOM ACTS OF KINDNESS  
FOUNDATION

A man with a beard and a young girl are laughing together outdoors. The man is wearing a light blue button-down shirt and has his arm around the girl. The girl is wearing a blue dress with a white floral pattern and a pearl necklace. They are standing in front of a body of water and a forested hillside.

We rise  
by lifting  
others.

ROBERT INGERSOLL

RANDOM ACTS OF KINDNESS  
FOUNDATION®

**KINDNESS IN WORDS  
CREATES CONFIDENCE.  
KINDNESS IN THINKING  
CREATES PROFOUNDNESS.  
KINDNESS IN GIVING  
CREATES LOVE.**

**LAO TZU**



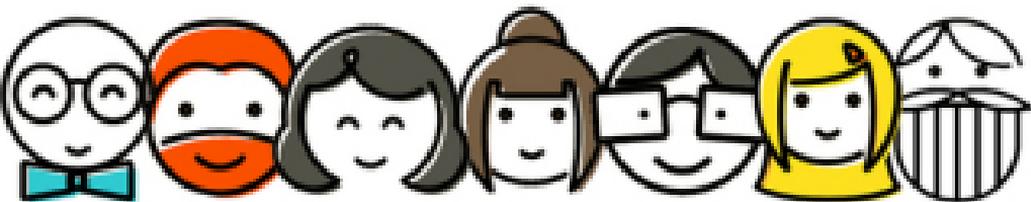
**KIND WORDS  
CAN BE  
SHORT AND  
EASY TO  
SPEAK  
BUT THEIR  
ECHOES  
ARE TRULY  
ENDLESS.**

**MOTHER TERESA**

**RANDOM ACTS OF KINDNESS  
FOUNDATION®**

“Kindness means taking  
your positive energy  
and spreading it to the  
world around you.”

- RAKtivist



“ Kindness is  
a gift everyone can  
afford to give.”

- *Unknown*

“Our days are happier when  
we give people a piece of  
our heart rather than a piece  
of our mind.”

*Unknown*



The background of the image is a close-up, top-down view of water with several concentric ripples emanating from a central point. The water is a warm, golden-brown color, and the ripples create a sense of movement and depth. The lighting is soft, highlighting the curves of the water's surface.

Remember  
there's no such thing  
as a small act of kindness.  
Every act creates a ripple  
with no logical end.

Scott Adams

RANDOM ACTS OF KINDNESS  
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