

*To all the bosses, leaders, and managers
striving to do the right thing.*



Contents

Introduction	xiii
---------------------------	------

Chapter 1

Measure Your Culture's Happiness

Take the Litmus Test	2
Master Your Organizational Triangle	3
Choose Satisfaction, Engagement or Happiness.....	5
What is Workplace Culture?.....	6
Why Emotional Intimacy?	7
Rock Newton's Cradle	8
What Elephants?	8
Measure Eight Critical Happiness Factors.....	10
Complete the Diagnostic Survey	12

Chapter 2

Know the ROI of Happy Employees

Is Your Employment Brand Costing You?	13
Understand the True Costs of Culture	15
Know the Financial ROI of Happy Employees.....	15
Calculate Your Culture's ROI	18
Recognize the Emotional ROI.....	19

Chapter 3

Fortify Your Foundation

Author Your Mission: Warm Goey Center.....	22
Dream Your Vision: Your Three-Year Destination	24
Illustrate Your Values: Your Reputation.....	27

*Chapter 4***Marshal Meaning, Momentum and Money**

Quick Quiz: Are your Mission, Vision and Values Alive?	30
Activate Mission, Vision and Values.....	32
Plan the Strategic Work, Work the Strategic Plan.....	35
Marry Money to the Mission.....	39
Show Them the Money—The Invaluable \$100 Tool	40

*Chapter 5***Strengthen Shared Identity and Interdependency**

Instill Tribe Trifecta—Organization, Team, Individual	44
Bolster Known, Matter and Included.....	45
Illuminate Interdependency Awareness.....	46
Stand on Common Ground	49
Launch an Ice Bucket Challenge	50
Choose Your Tattoo.....	51
Cultivate Crew, Not Passengers.....	52
Reframe the Family Fallacy.....	53
Practice Meaningful Appreciation and Recognition.....	53
Try on Peer-to-Peer Recognition	58

*Chapter 6***Shift Accountability**

The Ability to Count.....	62
Adopt the Workable Integrity Checklist	63
Sip Truth Serum	65
Clarify Character and Competency Expectations	66
Renounce Unkind Niceness	67
Be a Stand for Someone's Success	69
Explain <i>How to Change</i>	69
Manage an Overdescriber	70
Know When to Stop Investing in an Employee.....	71
Fire Toxic Rainmakers	72

Be Intolerant to Improve Your Culture	73
Stop Workplace Bullying.....	74

Chapter 7

Build Trust and Break Down Division

Grant Your Trust.....	78
Trust Intentions	79
Know the Types of Trust	80
Eliminate Witch Hunts.....	82
Shatter the Boss Stereotype	83
Wipe the Slate Clean.....	85
Shed Old Baggage.....	86
Quell Generational Drama.....	88
Go Speed Dating	90
Enhance Virtual Workplace Camaraderie	91

Chapter 8

Nurture Kind, Candid and Constructive Communication

Dig Deeper	96
Keep Employees in the Know	97
Listen to the Breadcrumbs	98
Encourage Candor through Public Praise	98
Rein in Gossip.....	99
Entwine Emotional and Professional	100
Take Your Team's Temperature.....	102
Open with Rose, Bud, Thorn.....	102
Reduce a Culture of Comparison	103
Take it Personally.....	104

Chapter 9

Repair Relationships

Envision the Relationship Matrix.....	108
Know Conflict Styles	109
Understand How People Get to Funkytown	110

Uncover the Source of the Relationship Breakdown	111
Why We Stay in Funkytown	113
Caution: Sneaky Sounding Boards	114
Take Four Steps Out of Funkytown	115
Conflict Resolution Between Two Key Employees	123

Chapter 10

Create Culture Conducive to Change

Embrace These Eight Key Change Steps.....	128
Speak to the Heart and the Mind Will Follow	130
Talk through Change	132
Implement Successful Change.....	133

Chapter 11

Expand Time and Boost Focus

Honor 2,000 Hours	136
Shift Your Relationship with Time	136
Put Strategic Work on the Front Burner	141
Decide What to Delegate.....	142

Chapter 12

Make Meetings Meaningful

Understand Why Meetings Fail	145
Implement the Dynamic Decision Dozen.....	146
Empower Your People: The Decision Map	147
Design Meetings to Support Decision Making	150
Know When to Use Collaboration and When Not to Use It.....	153
Apply Efficient Hand Gestures to Your Meetings	154

Chapter 13

Implement Meaningful Performance Reviews—The Triad

Overall Best Practices	156
Try the Triad of	
The Duo Review	157
The Character and Competency Review	161
The High Five.....	164

*Chapter 14***Crack the Compensation Code**

Mitigate Money Stories	168
Compensate for Value and Versatility	170
Bandwidth Compensation to Value Your Best Producers.....	171
Decide How Compensation is Determined.....	172
Avoid Extortion and Support Those Who Want to Leave	173
Define How Raises are Determined.....	174
Choose Compensation Package Options	175
Beware of Profit Sharing, Bonuses, Commissions and Incentives.....	177
Conclusion	181
Apply and Continue the Learning	183
Return on Investment of Happy Employees Stats	185
Acknowledgements	187
About the Author	189



Introduction

Do you feel joy when you walk into your workplace? Does your team?

I am talking about true joy, real happiness, too often a rarity in today's dysfunctional workplaces.

Over the past decade, I've researched and tested—in a variety of workplaces—concepts and tools to build a foundation of happiness that not only puts smiles on faces, but brings joy to your bottom line.

My journey to happy workplaces began out of the sheer need to survive. I was the newly appointed CEO of a moving company that on the surface seemed to be going places but behind closed doors was spiraling out of control. When you walked through the door tension fouled the air.

The shop was paralyzed, held captive by constant conflict. Gossip undermined communication. There was little trust. The crew hated management and management didn't have faith in the crew. Team members hurled obscenities at one another daily. In a nutshell, everybody was unhappy, unproductive and disruptive.

Our customers sometimes bore the brunt of unhappy movers who didn't care about their job much less the family's precious belongings. Our expensive moving equipment was left behind on jobs, walls and furniture were dinged and dented, and we were hemorrhaging money, struggling to make payroll.

I was the boss and I sure as hell didn't feel good about coming to work. Neither did my team.

It was a mess.

Press fast forward to a few years later and our company of frustrated misfits had transformed into a leader in the moving industry:

We had **40 percent less turnover and twice the profits** of the industry average.

A jaw-dropping turn around. How did we do it?

We learned the happy dance together, one step at a time. Of course along the way we stumbled, tripped and adjusted.

My experiences at the moving company led me to work with the Industrial Organizational Psychology department at Colorado State University a few years later. *There we discovered what makes employees feel good about coming to work—and how to measure it.* It's then that I opened the doors to my culture consultancy, Choose People. The tools outlined throughout this book are the result of my experiences backed by solid academic research.

I am a stand for joy in the workplace.

Shifting the national work conversation from one of apathy and woe to one of success through joy creates a ripple effect in our lives and in our communities.

When we make workplaces better, we make the world better.

Good news, it's not that hard.

What you hold in your hands is a how-to book. It's filled with juicy content and a lot of implementable "Action Jacksons." You can read it cover to cover. Or you can use it as a companion to the Culture Works workbook and book club, creating change chapter-by-chapter. The choice is yours how you use it; either way I'm glad you're along for the ride.

So...grab my hand and let's dance together into a more productive, a more profitable and a happier workplace.