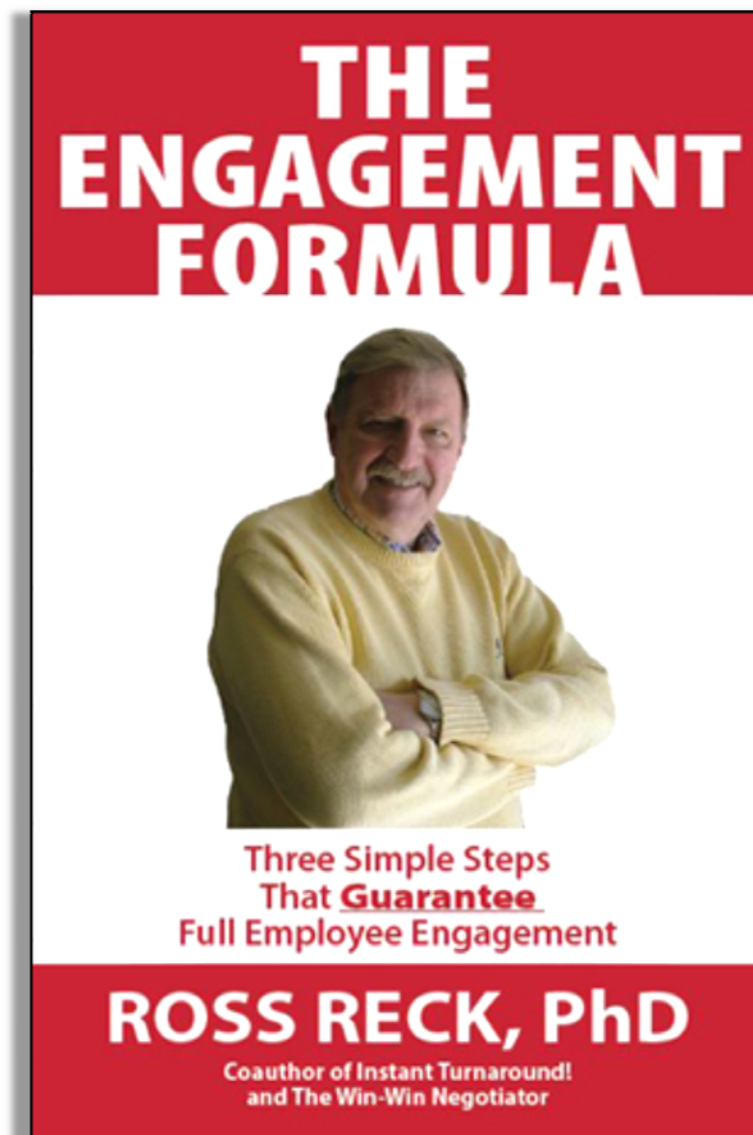


The Implementation Guide

Three Simple Steps That Guarantee Full
Employee Engagement, is Now Available

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3. Are you going to compare market data to the job titles at your organization to make sure that employee compensation is fair and equitable? If so, what market data are you going to use?

 4. Are you going to include bonuses and/or profit sharing in your compensation? If so, how will they be determined and distributed?
-
- **Benefits**—Remember, the benefits that your organization offers reflect how much it values its employees. Once again, the goal is to minimize the day to day distractions so that employees can focus all their energy and attention on their jobs.
 1. Are you going to use the benefit offerings of other organizations in your area or industry as benchmarks to make sure the benefit offerings at your organization are competitive? If so, which organizations and who is going to do the benchmarking?

 2. It's important to gather input from employees to find out what benefits are important to them. How do you plan to do this? (Interviews email questionnaires, meetings with employee groups, etc.)

 - **Work Environment**—It should be pleasant and conducive to teamwork and innovation. The work environment also reflects how much your organization values its employees.

1. How do you plan to solicit input from your employees regarding how the physical work environment can be made more pleasant (more appealing colors, more windows, better lighting, etc.) and what amenities (break rooms, vending machines, onsite day care, workout room, etc.) they would they like to see added? (Interviews, email questionnaires, meetings with employee groups, etc.)
- **Job Security**—Employees can't become engaged with their work if their future at the company is uncertain. Layoffs should only be used as the last resort when it comes to dealing with economic downturns. Your policy regarding layoffs also reflects how much your company values its employees.
 1. How do you plan to communicate to your employees that their jobs are fairly well secure? (Adopt some kind of no-layoff policy—maybe a policy where instead of laying people off, everyone takes a pay cut of a certain amount or gets their hours cut by a certain percentage during a business downturn.)
 2. How do you plan to solicit employee input on this matter? If employees have a hand in determining the policy, they'll support it when a downturn comes.
- **Single-Status—Everyone is Treated as an Equal.** Remember, equality means autonomy—the the freedom to question, the freedom to challenge and the freedom for employees to be themselves, have fun and do their jobs as they see fit. Autonomy is critical because without it, employees cannot pursue satisfaction of their esteem needs which is a very powerful source of motivation.
 1. What changes need to be made in your organization to ensure everyone is treated with the utmost dignity and respect?

2. What symbols of unequal status need to be done away with? (Things like separate parking lots, separate dining rooms, time clocks for some employees and not others, special parking spaces for “important people” and so forth.)

 3. What “us versus them” attitudes and practices need to be changed?

 4. What changes do you need to make in the way you share information? (Information must be shared with everyone at once rather than going to the “important” people first and eventually filtering down to the less important people.)

 5. To communicate equality and a strong sense of belonging, you might consider adopting a special name for fellow employees as many companies with a high level of engagement have done such as “family members,” “associates,” “Googlers,” “Dreamworkers,” or “Zapponians.”
- **Mission—This is What We Do.** This is a brief statement of what your organization does or stands for. For example, the mission of Zappos is to “provide the best customer service possible” while the mission of JetBlue is “bringing humanity back to air travel.” In order to be effective, your mission must be understood and embraced by all employees.
 1. Does your organization currently have a mission that is understood and embraced by all employees?

 2. If not, you need to start from scratch and create a mission that’s relevant to what your organization does or stands for. If this is the case, how do you plan to involve all of your employees in the creation of your mission? (Keep in mind that

if your employees aren't actively involved in the process of creating your mission, chances are they won't embrace it.)

- **Core values—This is How We Do It.** Core values communicate how the employees within an organization are going to go about the business of executing its mission. For example, the mission at Zappos is to provide the best customer service possible. They have developed the following set of ten core values that define how the company will go about executing its mission:
 - Deliver WOW Through Service
 - Embrace and Drive Change
 - Create Fun and A Little Weirdness
 - Be Adventurous, Creative and Open-Minded
 - Pursue Growth and Learning
 - Build Open and Honest Relationships With Communication
 - Build a Positive Team and Family Spirit
 - Do More With Less
 - Be Passionate and Determined
 - Be Humble

These ten core values represent behavioral expectations for Zappos employees and, in doing so they direct their efforts toward the goals of the organization. For example, “Deliver WOW Through Service,” tells employees that pleasing the customer is not enough. Zappos employees are expected to blow the customers’ socks off. This means continually coming up with new and innovative ways of doing so. “Create Fun and A Little Weirdness” tells employees that they are free to be themselves and have fun while doing their jobs. “Be Humble” communicates clearly that arrogant, condescending and mean spirited behavior is not tolerated at Zappos. Within the context of these core values then, Zappos employees are free to exercise their autonomy to do their job as they see fit. Nobody is there to look over their shoulders.

It’s important to note the way that Zappos went about figuring out its core values because their process produces instant buy-in. CEO TonyHsieh asked each of the company’s 300 employees at the time to list the core values that the Zappos culture should be based upon. The initial list had 37 core values. During the course of a year, Mr. Hsieh emailed the entire company several times to get suggestions and feedback on which core values were most important to Zappos’ employees. Like-

minded suggestions were then grouped together until the exercise yielded the ten core values that continue to drive the company today which now has more than 1,800 employees. According to Mr. Hsieh, “I was surprised the process took so long, but we wanted to make sure not to rush through the process because whatever core values we eventually came up with, we wanted to be ones that we could truly embrace. ...We wanted a list of committable core values that we were willing to hire and fire on. If we weren’t willing to do that, then they weren’t really ‘values.’”

Putting together a set of core values in this manner resulted in instant buy-in from the employees because they came up with them. From that point forward, only qualified prospective employees who mesh with these ten core values get hired.

1. What is your plan to involve all of your organization’s employees in developing a list of core values?

Step Two: Hire Only Qualified People Who Mesh With the Culture

Hiring people under *The Engagement Formula* leadership model is not about “filling seats” or hiring based on a resume, it’s about finding qualified people who mesh tightly with your culture. This is why organizations with a high level of employee engagement use their culture (mission and core values) as the primary criterion for hiring new employees.

1. Develop a hiring process that will ensure that your new hires are both technically qualified and mesh tightly with your culture. I suggest you go to zapposinsights.com and download the following two documents:
 - *Tips to Make Sure That Your next New Hire Is A Culture Fit*
 - *Zappos Family Core Values Interview Assessment Guide*

These two documents will provide you with an incredible amount of insight regarding how to put your own hiring process together that will ensure that you hire only qualified people who fit tightly with your culture.

The Hiring Process Must be Supported with a Relevant Training and/or Sponsorship Program that Teaches and Reinforces the Culture.

1. Develop a training and/or sponsorship program that will ensure that all new hires quickly absorb and begin to live all the core values of your company.

Step Three: Leaders Must Lead, Not Give Orders

In a high engagement organization, there is no need for leaders to tell their followers what to do and how to do it—they already know this from their organization’s mission and core values. Instead the role of a leader is to do whatever it takes to enable his or her followers to do an excellent job. Examples of what leaders do in high-engagement organizations are presented below.

- **Leaders Set the Example.** In a high-engagement culture, leaders set the example when it comes to treating everyone as equals and living the organization’s core values. For example, Herb Kelleher, former CEO of Southwest Airlines set the standard when it came to living his organization’s core values. It was not uncommon for him to show at an airport, after midnight, dressed in a set of coveralls and carrying a box of doughnuts to help the cleaning crews clean planes. This sent a very clear message that just because he was the CEO, it didn’t mean he was above doing the dirty work required to make an airline successful.
 1. What are some things that the leaders at your organization can do to set the example when it comes to treating everyone as equals and living the core values of your company?

- **Leaders Provide Support.** Leaders ask questions, listen and remove barriers and obstacles. In other words, their job is to do whatever it takes to enable the people around them to do an outstanding job. No job is too menial if it enables another employee to do an excellent job. For example, in addition to helping flight attendants pick up trash in the plane during quick turnarounds, the pilots at Southwest Airlines also help gate agents push wheel chair passengers on to the plane so that Southwest can make an on-time departure.
 1. What are some things that the leaders at your organization can do to provide support to those around them?

- **Leaders Make Sure the Culture Stays Healthy.** For example, CEO, Tony Hsieh, checks on the health of Zappos culture once a month with a *happiness survey*. Employees are asked if they agree or disagree with statements like the following:
 - I believe that the company has a higher purpose beyond just profits.
 - My role at Zappos has a real purpose – it is more than just a job.
 - I feel that I am in control of my career path and that I am progressing in my personal and professional development at Zappos.

- I consider my co-workers to be like my family and friends.
- I am very happy in my job.

Results of this survey are broken down by department and opportunities for improvement are identified and acted upon.

1. Develop a plan to set up a cultural oversight group or committee whose purpose is to make sure your organization's culture is healthy and functioning. This group should be made up of employees from all levels of your organization.

2. How often will this group meet?

3. How will this group check on the health of your organization's culture (Interviews with employees, email surveys, meeting with employee groups, etc.)?

4. How often will this group check on the health of your organization's culture?

5. What will be done with the information that is gathered?