



MANAGING WITH A HEART

222 WAYS TO MAKE YOUR EMPLOYEES FEEL APPRECIATED

SHARON GOOD

© 1994, 2002, 2007 Sharon Good

All rights reserved in all media. This book, or parts thereof, may not be reproduced in any form without prior permission.

Good Life Press

A division of Good Life Coaching Inc.

New York, New York

www.goodlifepress.com

Cover and graphic design: Kara Glasgold, Griffin Design

Illustrations: Jill Pratzon

Originally published by:

Excalibur Publishing Inc.

New York, New York

ISBN: 1-885064-04-7 (Adobe Reader PDF format)



Dedicated to the heroes of
September 11, 2001 — those who
made the ultimate sacrifice, as well as
those who continue to show courage
in the workplace every day.



INTRODUCTION



“Next to physical survival, the greatest need of a human being is psychological survival — to be understood, to be affirmed, to be validated, to be appreciated.”

Stephen M. Covey

*The 7 Habits of Highly Effective People**

Walk into almost any business today and the biggest complaint you’ll hear is that employees feel they don’t make a difference to the company — that is, they don’t feel appreciated. With raises and promotions often precluded these days by economic conditions, job satisfaction and supportive work relationships have become paramount. Talented, hard-working people are leaving for other jobs, often because they don’t feel their good work matters.

As a society, we spent the better part of the 1980s chasing the dollar. At the end of the decade, we found we were no happier and, in fact, that stress had become the greatest cause of our

*A Fireside Book, Simon & Schuster, 1989.



health problems. The advent of mind/body medicine has shown us the devastating effect a negative state of mind can have on our physical condition. At a recent speaking engagement in New York City, Deepak Chopra, M.D., a physician/writer prominent in the mind/body health movement, listed numerous statistics to support this. The one that impressed me most, in the context of this book, was that one of the greatest causes of heart attack is . . . job dissatisfaction!

In light of this new information, and awakened to the importance of quality-of-life, we now want jobs and relationships that contribute to us — that make us feel fulfilled and joyous, rather than diminished and depleted. And we're willing to put in the time and effort to seek out a situation that gives us those rewards. As business owners and managers, we can't afford to be constantly replacing good people who leave. We need to find a way to make our companies attractive and offer strong incentives to stay. One way to do this is to balance our concern for getting the job done with concern for the people involved.

In 1986, the U.S. Chamber of Commerce published the results of a survey: They asked employees what they wanted from their jobs and asked employers what they thought their employees wanted. Employers thought their workers most wanted “good wages,” “job security” and “promotions.” But number one on the employees' list was “appreciation,” closely followed



by “feeling in on things” and “help on personal problems.” Clearly, employees are much more attuned to the human side of the workplace than the financial and prestige aspects. Morale on the job matters.

There are numerous examples of appreciation (or lack thereof) in action. For instance, a Buffalo, New York firm hired consultants to find out why employees from one division were applying for positions in another division — for lower salaries. They found that the supervisors in the first division were tough and inflexible about following the rules and had little compassion for their people’s concerns. Those in the second division, however, always had their doors open to their staff and were much more forgiving about minor infractions of the rules.

The work in the budgeting department of a TV network was repetitive and tedious for the MBAs who worked there. But the director of the department gave consistent support to everyone — down to the typists — and rewarded the entire staff with expense account dinners for late nights and a department luncheon at the end of each budgeting cycle. Turnover in the department was almost nonexistent.

Employees are your greatest resource. Would you neglect your equipment and expect it to continue performing at its best? A computer that isn’t maintained will continually break down.



If its software is not updated, it will not function up to industry standards. An employee whose needs, training and working conditions are not handled will also fall into “disrepair.” On the other hand, an employee who feels taken care of on the job will be focusing on work and not on finding a better job. Happy people are healthier, more creative and productive.

There are numerous people in managerial and supervisory positions who are responsible for other people’s morale. These include managers and supervisors in business and retail, crew foremen and team leaders, head nurses or doctors, small business owners who hire a staff or engage freelancers, theatrical directors and producers, sales and team managers, those who deal with outside vendors or suppliers — even someone who hires a caregiver, housekeeper or plumber at their home.

As an employee, I’ve had the opportunity to hear my fellow employees (and myself!) grumble that they’re not listened to, have no room to grow, are treated like they don’t matter and numerous other complaints. As an employer, I’ve had the good fortune to be able to do something about it.

This book offers a plethora of ideas to help you make your employees feel appreciated. They’re meant to remind you of the value of your human resources, both as employees and as



people, and that productivity is not separate from employees' well-being. They range from the conservative or "corporate" to the more playful or fanciful. Use the suggestions "as is," or let them spark your imagination to find ways unique and appropriate to your own company and personal style. Some will be easy for you, while others will be more of a stretch or require more personal courage. If this whole concept feels uncomfortable or threatening to you, remember that none of us is perfect — and that's okay. Just do your best. In the end, having happier employees will benefit you as well.

If you come across ideas you're already implementing, keep up the good work! But if you're reading this book, you probably feel there's room for improvement. Use the list and the examples to help you analyze where you may be falling short. Seek out the methods you're not already using. Let them inspire you. If you need more help, there are dozens of management and self-help books on the shelves of libraries and bookstores. Or bring this book to your own boss or manager and ask for their help.

Since this book attempts to cover a wide variety of work situations, not all of the ideas will be applicable to your particular situation. Companies are structured differently and subject to different rules and regulations. Some are more formal or rigid, others more casual or flexible. The President or CEO will have a freer hand than a middle manager. If an idea you favor needs



the approval of your CEO — who doesn't agree with you — or is against company regulations, don't be discouraged. There are many items here that are based on principles of positive, supportive human interaction and communication that can be used in some form by anyone in any situation. Be creative and find ways in which you can enjoy working with your people that will encourage them as well.

Finally, I'd like to offer a heartfelt thanks to friends, family and all the people I've worked with over the years — both as employee and employer — who have complained, confided, set examples and contributed ideas for this book and taught *me* what it means to manage with a heart.

Sharon Good
New York City
August 1994



INTRODUCTION TO REVISED EDITION



Since *Managing With A Heart* was first published, the world, and the work world, has become a vastly different place. Job security is no longer a given, and many people go to work each day not knowing if it will be their last. The terror of September 11, 2001, has left its mark on us all.

This book was originally written well before 9/11. The economy has shifted. Our view of the world has shifted. But in it all, employee appreciation has become that much more important. With a future that is uncertain, our human connection becomes essential. As managers, we may not know from one day to the next whether we'll be handing out pink slips. We can't offer our people any guarantees. But we can treat them with respect and compassion. And that's what this book is about.

One of the hallmarks of a great supervisor is being accessible to employees and responsive to their needs. In *The X-Factor: Getting Extraordinary Results from Ordinary People*^{*}, Ross Reck, Ph.D., states that before managers can expect their people to perform at peak levels or go the

^{*}John Wiley & Sons, 2001.



extra mile for the organization, their basic human need for safety and security must be met. This is crucial at this time, and for better or for worse, this responsibility is falling on the shoulders of managers.

So, how do you make people feel safe? With the possibility of layoffs hanging over many people's heads — employees and managers alike — the climate in many businesses is one of fear and anxiety. As managers, we may not be able to change that, but we can listen to our people and let them know their concerns are being heard and considered. And since we're all in this together, the camaraderie that can engender can be a comfort to us all.

Daniel Goleman, Richard Boyatzis and Annie McKee, coauthors of *Primal Leadership: Realizing the Power of Emotional Intelligence*^{*}, concur: “The primal task of leadership is emotional. People don't leave their feelings at home when they go out the door. We have feelings all the time, and the best leaders tune in to those feelings and move them in a positive direction.” You don't have to be a psychotherapist to do that — just human.

As managers, we do a great service by responding to our employees' feelings in a compassionate way. The best leaders make people feel good even in bad times by helping them deal with negative emotions and nourishing their positive ones. And both brain science and

^{*}Harvard Business School Press, 2002.



organizational research show that when we feel good, we accomplish much more.* So, what's good for the individual is also good for the organization.

Leaders who motivate through hatred or fear, or simply let their employees flounder in uncertainty about what may happen to them, burn their employees out. Their performance and productivity decrease. In a good job market, those employees will leave as quickly as they can. "Strong leaders motivate through inspiration, guidance, and articulating a shared vision so that people feel enthusiastic and give their best."† In times of crisis, it is empathy that makes the difference between chaos and healing.

And so, I hope that this book will help you to find ways that you can be there in the workplace, to respond to the needs of your people, to make your job as a manager more gratifying and perhaps be a healing force in your company.

Sharon Good
New York City
June 2002

*"Leading From the Heart," Annie Gottlieb,
Oprah magazine, March 2002.

†Goleman, et al. *Primal Leadership*,
Harvard Business School Press, 2002.



The applause of a single human being is of great consequence.

Samuel Johnson



- 1 ♥ Go around and say “good morning” every day.
- 2 ♥ Get to know employees and treat them as individuals.
- 3 ♥ Learn their names.
- 4 ♥ Issue name plates for desks or doors.
- 5 ♥ Give an assigned parking space. (Assign places randomly to avoid creating status.)



- 6 ♥ Remember birthdays.
- 7 ♥ Give them the day off on their birthday.
- 8 ♥ Remember their kids' birthdays.
- 9 ♥ Send a card for a birthday or anniversary.
- 10 ♥ Give gifts for birthdays, weddings, new babies. Throw a baby or wedding shower or birthday party.



Throw a Baby Shower





- 11 ♥ Celebrate each person's anniversary with the company.
- 12 ♥ Give a get-well phone call or send a card to a sick employee.
- 13 ♥ When you go on a trip, bring back a small gift or souvenir.
- 14 ♥ Send flowers or fruit for family births, deaths, marriages.



- 15 ♥ Be concerned about their personal tragedies. A note saying, “Just to let you know your friends at X Company are thinking about you,” can be very comforting.
- 16 ♥ Attend the wakes, funerals or shivas of employee families.
- 17 ♥ Show employees that their ideas are listened to and make a difference to the company.



- 18 ♥ Evaluate each person for who they are. If they're coming in 15 minutes late every day, but staying an hour late and completing the work well, don't get on their case about lateness. Some people need a little more flexibility.
- 19 ♥ Put out a suggestion box and actually read the contents.
- 20 ♥ Give a "bright ideas" award for great new suggestions.



- 21 ♥ Use their ideas.
- 22 ♥ Give them credit for their ideas.
- 23 ♥ Send memos to let each staff member know you're thinking about them, that you notice what they're doing, their accomplishments, their difficulties, etc.
- 24 ♥ Send personal e-mail messages, such as, "Great job on the Acme report!" Encourage feedback via e-mail as well.



*Appreciation raises self-esteem, self-esteem increases productivity
... When you acknowledge someone for just being here, it can
make a world of difference in his level of productiveness.*

Mary Robinson
*You are a Success!**



- 25 ♥ Videotape a message to your employees acknowledging them for their work, accomplishments, loyalty, cooperation — anything you want to thank them for.

- 26 ♥ If you have a TV or radio show, announce an employee's name on the air to commemorate a special accomplishment or occasion. If you edit or write for a magazine, mention their name in your column. Thank them when you accept an award.



- 27 ♥ Let people know what, specifically, you appreciate about them, their work, their attitude.
- 28 ♥ On the completion of a job or project, say “thank you,” of course, but don’t forget to mention that the job was done well.
- 29 ♥ Be careful not to overcompliment or do so insincerely — it wears thin quickly and loses its meaning.
- 30 ♥ Create a pleasant, positive atmosphere.



- 31 ♥ Make sure the workplace is safe, attractive, comfortable and clean: good desk, chair, heat, air conditioning, lighting, kitchen, fire extinguishers, accessible, clean restrooms. Keep the walls painted, the carpet vacuumed and desks and equipment clean, neat and in good working order.



- 32 ♥ Put up attractive pictures or inspirational/motivational posters (whatever suits the nature of your business or employees best). If you have a windowless office, put up a picture of a window with scenery or posters of scenery and open spaces. Place flowers and plants in strategic locations.

- 33 ♥ Provide coffee, tea, bagels, rolls, juice, danish, as often as your budget allows (daily, every Friday, the first of the month).



- 34 ♥ If the company is large enough, set up an employee food service or cafeteria with reasonable prices. For a small company, set up a pleasant lunch room where people can get away from their work space for awhile.
- 35 ♥ Provide a place for coats and personal items, including a safe place to keep valuables, if necessary.



- 36 ♥ Provide a company gym, masseuse, exercise or Weight Watchers classes free or at reasonable prices. Stress is our greatest health problem today, and addressing that issue would be a great way to demonstrate your appreciation in a tangible and very meaningful way.
- 37 ♥ If the workplace is cold and people are working with their hands, provide “Fagin” gloves — the ones with the fingers cut off — to help keep them warm.



- 38 ♥ If the environment is too hot or too cold, provide a personal fan or space heater.
- 39 ♥ If the work is tedious, let them play a radio or Walkman to alleviate the boredom.
- 40 ♥ If you have a dress code, whenever possible, have a dress-down day. (Dress-down days have been proven to increase productivity!)



- 41 ♥ Create an atmosphere of safety and trust, not fear. People who are afraid of losing their jobs or being penalized for mistakes don't perform well.

- 42 ♥ Bring newcomers around and introduce them to everyone. Be extra-attentive while they settle in and get to know people. Take them to lunch or have a “welcome aboard” tea for the staff. Supply a welcome packet with all pertinent forms and information.



A senior partner in an accounting firm known for low turnover and high morale had a boss who believed in loyalty to his employees. When she was going through a particularly difficult time with her teenage son, she made a mistake that cost the firm thousands of dollars. Instead of firing her, her boss assured her that he realized that the mistake was a lapse and that she was valuable to the firm. In the ensuing years, she returned his loyalty by turning down several very good offers from competitors, and her good work has made the firm considerably more money than it lost with her mistake.



- 43 ♥ Make sure newcomers are properly oriented. Show them the restrooms, cafeteria, supply room, and introduce them to relevant people. (That goes for consultants, freelancers and temps as well.)

- 44 ♥ Be careful not to treat temps like they're stupid or incompetent — remember that they're unfamiliar with your business.



- 45 ♥ If your employees are related to you, as in a family business, treat them with the same respect and objectivity you would show any other employee. Be careful to avoid favoritism, too.

- 46 ♥ Hire the right person for the right job. Fit the personality and skills to the work. If you start out on the right foot, it'll be that much easier to be encouraging and show appreciation.



A congenial woman was hired for a sales position with a jewelry display dealer. The customers liked her and she worked hard, but she didn't have the aggressiveness or tolerance for rejection crucial to the position. She didn't do well. Her boss saw that she was struggling and, rather than lose a good worker, evaluated her strengths and weaknesses and concluded that she would be more suited to a back office position. Three months later, she was asked to replace the departing office manager. In the new position, she thrived and proved to be a valuable asset to the company.



- 47 ♥ Allow flexible schedules for valued employees with special needs (e.g., parents, those with multiple careers). Encourage part-timers, job sharing, working at home, when possible. Be creative; don't get stuck in traditional modes.

- 48 ♥ Allow for creativity in getting a job done. Even if a project has been done the same way for years, a new employee may have some fresh insight.



49 ♥ As much as possible within the constraints of your business, allow your employees to develop their own work styles — provided, of course, the work gets done satisfactorily. If someone is just not a morning person and they can do their job just as well from 11 to 7 as from 9 to 5, let them. If someone needs to sit with a cup of coffee and a magazine for half an hour to collect their thoughts or germinate ideas, don't breathe down their necks — let them. Trust each person to be responsible for their job.



*Allow them to
develop their
own work styles*





- 50 ♥ Give salespeople the freedom to be creative in meeting customer needs. It will make them feel useful and appreciated, and your customer service will be better as a result. Set limits if necessary.

- 51 ♥ Treat staff at least as well as you would like them to treat your customers. Show them what it feels like to have someone else be concerned about *their* needs. (You might want to read *The Customer Comes Second* by Hal F. Rosenbluth and Diane McFerrin Peters.*)



- 52 ♥ If you see employees talking or kidding around and you know that they're always responsible for getting their work done, trust them and leave them alone! A few minutes of socializing can put one in a better frame of mind for work.

- 53 ♥ Allow personal phone calls and trust them not to abuse the privilege. Be clear about what the limits are (e.g., no long distance, no 900 calls).



- 54 ♥ Let them use the company car or service now and again for personal use.
- 55 ♥ Treat everyone fairly and honestly.
- 56 ♥ Be clear about what you expect from your staff, trust them to do it, and acknowledge them when they achieve it. If they don't, restate what you want and discuss where they fell short.



When a manager in a discount department store was promoted to operations manager, he thought the best way to make his mark would be to let everyone know what they were doing wrong so they could do a better job. He took copious notes and informed each person, politely, of his observations. He was confused when he began to notice people avoiding him, and was even more upset when he overheard an employee saying how much she disliked him. He took his problem to the district manager, who coached him to let people know what he expects of them, give lots of feedback and praise, let them know what they can do to improve and listen to them as well. He implemented these suggestions and is now one of the most respected (and well-liked) managers in the district.



- 57 ♥ If you're not happy with someone's work, let them know why — specifically — and give them a chance to correct it. If you're still not happy and must let them go, see #182–183.

- 58 ♥ If you've informed an employee that an aspect of their work is not acceptable and they correct it, let them know that they're on the right track.



*Treat people as if they were what they should be,
and you help them become
what they are capable of becoming.*

Johann Wolfgang von Goethe



- 59 ♥ Accentuate the positive — always remember to acknowledge the good work, not just point out the bad.
- 60 ♥ Let each person know when their work or some aspect of it, however minor, has improved.
- 61 ♥ Treat each person as if they were successful in their jobs. See the best in them, even when they don't see it themselves.



The greatest humiliation in life is to work hard on something from which you expect appreciation, and then fail to get it.

Edgar Watson Howe



- 62 ♥ If you see something going wrong, give constructive criticism — what the problem is and what can be done about it. If you don't know, come up with a solution together.
- 63 ♥ When you're the one who's made a mistake, admit it and take responsibility for it.
- 64 ♥ Be a helpful older sibling, not a reprimanding parent figure. Let them know you're there to help, not to criticize or scold. Treat them as adults.



- 65 ♥ Don't dwell on past mistakes and failures. Forgive and forget and move on. If someone has the willingness and ability to improve, let them try without constantly reminding them of what they did wrong before.
- 66 ♥ Give lots of encouragement — you'll be amazed at the effect.



- 67 ♥ Remember that it's a two-way street: bosses need to know you appreciate them, too! Give positive feedback and let them know where you need more support.

- 68 ♥ If you're your own boss, take care of yourself, too. Make sure you have adequate help and support, and reward yourself now and then with a special lunch or some time off.



- 69 ♥ Hire people you trust and allow them to do their job, giving them only as much guidance as they need. Nobody feels confident working with someone looking over their shoulder.
- 70 ♥ Don't forget humor. A little levity can go a long way in lightening up a situation and making people feel comfortable. You don't have to be serious to get a job done.



A word processor at a small market research firm was paid a good hourly wage. She was responsible, her skills were excellent, and she was capable of handling jobs that would have otherwise been farmed out to a much more expensive computer programmer or technician. But her boss watched over her constantly to make sure she was never idle and even told her he felt he was paying her too much. She began to doubt her own capabilities. Feeling angry after receiving no bonus one Christmas, she gave notice, leaving her work to a lower-paid, but less competent, coworker. After doing temp work for several months, she was offered a position at an advertising agency, where her skills were appreciated and where she was paid double what she had made at her old job.



- 71 ♥ Be a friend (but be careful to keep the business and personal aspects of your relationship separate).
- 72 ♥ Invite them home to dinner.
- 73 ♥ Give flowers “just because it’s spring.”
- 74 ♥ Write a song about them.



- 75 ♥ Show an interest in their personal lives. Ask about their kids, spouses, parents, pets, hobbies.
- 76 ♥ Ask about the new house, car, stereo, computer. Send a housewarming gift.
- 77 ♥ Be nice to their family.
- 78 ♥ In a family crisis, give time off with pay.



*Coworkers who are friends never let each other down,
and in moments of trial and stress, friends make the
best decisions for each other and willingly join the fray.*

Hal Rosenbluth

President & CEO, Rosenbluth International,
Coauthor, *The Customer Comes Second
and Other Secrets of Exceptional Service**



- 79 ♥ Have a company psychologist available to help with work and personal problems.
- 80 ♥ Support their causes. Make a donation or join a walk.
- 81 ♥ Recommend or share books, videos, movies, music that you like and think they would enjoy. Solicit their recommendations as well.



- 82 ♥ Order in coffee and cake some afternoon — just for the hell of it. Use the opportunity for you and your employees to get to know each other on a more relaxed basis.

- 83 ♥ Offer the firm's services or products for free or at a discount. If you're a carpenter, build them bookshelves. If you're an accountant, do their taxes. If you're a graphic designer, design personal stationery. If you're a lawyer well, there are so many things you can do!



*You can run an office without a boss, but you can't
run an office without secretaries.*

Jane Fonda



- 84 ♥ Send flowers on Secretary's Day.
- 85 ♥ Send flowers *not* on Secretary's Day.
- 86 ♥ Take the team to lunch after the completion of a project.
- 87 ♥ Have a Christmas party or give everyone a turkey.
- 88 ♥ Throw a company picnic or sponsor a day at a local amusement park for them and their families.



- 89 ♥ Have a farewell party or luncheon for a departing employee.
- 90 ♥ Let them take an extra-long lunch or leave early when things are slow. During the summer, allow them to leave early on Fridays if their work is finished, or have half the staff take off alternating Fridays.
- 91 ♥ Whenever possible, manage projects so they're not last-minute, forcing employees to work late or under pressure, when it's hard to do your best.



- 92 ♥ Make sure everyone has adequate breaks, especially if the work is physically, mentally or emotionally demanding. If one person takes a break while others choose to forego it, don't penalize the one who needs it.

- 93 ♥ If an employee has put in a lot of overtime on evenings and weekends (particularly if they're salaried and don't get extra pay), reward them with "comp" days (extra personal days), expense account lunches or dinners or other perks, within your company's and legal regulations.



- 94 ♥ Don't ask an employee to do personal work for you. You might offer the work to them as an outside job that you pay for, but make it clear that they won't be penalized if they turn it down.

- 95 ♥ Remember that people have a life outside of work. Don't expect them to work late and weekends all the time. If the work is not getting done, get more help.



- 96 ♥ Make sure your good people feel supported. Just because they're performing well doesn't mean they don't need to know you're there. A good person who feels ignored will look for another situation where they do feel appreciated.

- 97 ♥ Provide adequate support staff for sales people. Give them leeway to provide samples and incentives for their clients.



The owner of a popular restaurant decided to branch out into catering. She hired excellent team leaders who loved their work and managed their teams efficiently. The catering business grew. As the owner became more involved in keeping up with the paperwork from two booming businesses, she began to neglect her team leaders. “They’re doing a great job,” she reasoned. “They don’t need me watching over them.” The team leaders began to feel the lack of support. Three of them decided to leave to form their own company. The owner found herself spending time replacing them. Within a few months, all of her top leaders had left for their own businesses or a competitor. The level of service declined, and the catering business began to lose money. By the end of the year, it was closed.



- 98 ♥ If your company has multiple offices, send a Christmas card to the other offices with a picture of your staff and “who’s who.” It’s always great to be able to connect a face to a name or a voice on the phone. If you find yourself in the vicinity of one of the other offices, drop in and say “hello.”

- 99 ♥ Videotape meetings at headquarters and send copies to branch offices. Conduct an annual meeting at each site.



- 100 ♥ If you have employees working off-site, go down and see how they're doing — maybe even pitch in and help. Have someone at the site report to you regularly, so that you're in touch with their working situation. Have a personal connection. Make sure they feel your presence and support.

- 101 ♥ Go out on the road with outside reps. See what their day is like, the problems they encounter.



A hit Broadway show was fortunate to receive a review that praised the performances of the entire cast. The producers had it blown up and mounted on the outside of the stage door. Each day, as the performers arrived, they were greeted by this affirmation of their outstanding work and talent.



- 102 ♥ If someone is working in or around your home, find out what they like for lunch and provide it.
- 103 ♥ Find out what products your housekeeper prefers, what they don't like or are allergic to, and provide the best.
- 104 ♥ Treat housekeepers, caregivers and other home workers with dignity, respect and kindness.
Remember: in terms of our humanity, we're all equal and have the same basic human needs and rights.



- 105 ♥ Give freelancers and temps extra work so they can qualify for the health plan at their union or agency.
- 106 ♥ Bring in pizza for lunch and sit around talking about things other than business.
- 107 ♥ On a hot summer day, buy ice cream for everyone.



*Laomote
from
within*



Shirley



- 108 ♥ Be a mentor to a promising employee. Find out what their goals and dreams are. Guide and encourage them.
- 109 ♥ Help them move their careers forward. Post job openings and promote from within. Give people a chance. Assist them in planning a strategy for growth within the company or industry.
- 110 ♥ Pay for courses that will enhance professional skills (workshop, degree or certificate programs).



- 111 ♥ If they're having trouble with an aspect of the job, provide guidance or help. If it's outside of your abilities or of those in your company, bring in a consultant or enroll them in a course.

- 112 ♥ Ask for help when *you* need it. Pride only forms a barrier between you and your associates. A little show of humanity and humility will engender a closer working relationship.



Companies that raised long-term training budgets after job reductions were 75 percent more likely than before to show earnings.

Kenneth R. Hey and Peter D. Moore
*The Caterpillar Doesn't Know:
How Personal Change Is Creating
Organizational Change**



- 113 ♥ Offer workshops in relevant areas, such as teamwork, public speaking, interviewing, writing, financial management, time management, conflict resolution, computer, telephone, presentation, leadership and management skills.

- 114 ♥ Send a note or greeting card of congratulations on a promotion.



- 115 ♥ The person who is the head of an organization sets the tone (and the standards) for that group. Be a role model. Create a climate of excellence, productivity and positive reinforcement, and you'll see it echoed throughout your company.
- 116 ♥ Have high expectations for and of them, and let them know that *you* know that they will succeed in meeting those expectations. Remember that you can empower them.



I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best in a person is by appreciation and encouragement. I believe in giving people incentive to work. So I am anxious to praise but loath to find fault. I am hearty in my approbation and lavish in my praise.

Charles Schwab



- 117 ♥ Instill a sense of company pride. Always put your best face forward. It feels good to be connected to a company you admire.
- 118 ♥ Foster cooperation rather than competition in your department, group or company — even *between* teams.
- 119 ♥ Be a colleague rather than a boss. Refer to your “associates” rather than your “employees.”



120 ♥ According to Harvard Business School Professor Joseph L. Badaracco, Jr., daily leadership decisions are rarely carried out at the top of an organization. He says that “quiet leadership is what moves and changes the world.”* Remember that your ordinary, day-to-day decisions have an impact on your company, and make them thoughtfully.



- 121 ♥ Expect the best and trust your people to produce it.
- 122 ♥ Sympathize when they're having a bad day. Even if you can't do anything to lighten their load, just knowing that you care will make a difference.
- 123 ♥ Work as a team.



124 ♥ When a project is up against a deadline or in a crisis, don't go home and leave your staff to do the work or fix things — it makes them feel resentful and unsupported. If you pitch in, or are at least available for questions and encouragement, they'll be much more willing to make the extra effort to get the job done.



Nobody starts a new job with a bad attitude. Companies create them. The rare company that can capture that “first-day” spirit in its people and nurture it throughout their careers has learned the secret to exceptional service.

Hal F. Rosenbluth
President & CEO, Rosenbluth International,
Coauthor, *The Customer Comes Second
and Other Secrets of Exceptional Service**



- 125 ♥ Teach them things — how to work better with a particular client, a more efficient way to approach the task at hand. Be patient if they don't learn as quickly as you expect.
- 126 ♥ Let them teach you things — how to use the equipment, a new skill they learned in a workshop.
- 127 ♥ Treat your associates like they work *with* you, rather than for you.



- 128 ♥ Work side-by-side with your team and learn what their day-to-day experience is like.
- 129 ♥ Hold regular team meetings to keep up-to-date on the project and provide support.
- 130 ♥ Invite teams to choose team or region names that inspire or excite them. “The Dynamos” is a much more empowering name than “Region 3.”



The return from your work must be the satisfaction which that work brings you and the world's need of that work. With this, life is heaven, or as near heaven as you can get. Without this — with work which you despise, which bores you, and which the world does not need — this life is hell.

William Edward Burghart
(W.E.B.) Du Bois



- 131 ♥ Be a good leader. Instead of being a boss, be a coach. Listen rather than talk. Support rather than criticize. Facilitate and guide rather than dictating.

- 132 ♥ Be accessible. Keep an open door during the day, and make your home phone number available for emergencies after hours.



- 133 ♥ Include support staff (secretaries, word processors, assistants, mail room staff, interns) as part of the team. Be sure that they, too, are involved in the planning and acknowledged for the success of the project.

- 134 ♥ If you use the services of an outside agency, treat the agency personnel as part of your team, not like the enemy. After all, you do have a common goal.



An independent drugstore was known for its excellent customer service. Although it was more expensive than the chain store down the block, many customers were willing to pay extra for the personal attention. In this store, the employees participated with the pharmacist/owner in the management of the store — the choice of products, shelf and window displays, hours, standards of service — and they felt tremendous personal pride in their work.



- 135 ♥ Don't forget yourself. Look in the mirror and tell yourself you've done a good job. Treat yourself to something special.
- 136 ♥ Take a management skills course or read a book.
- 137 ♥ Read *The One Minute Manager** and implement it.



138 ♥ Many managers are promoted to their positions because they're good at what they do, even though they don't have a management background. If you find yourself in this position, take courses and read books to educate yourself on current management techniques. Ask an experienced manager whose style you admire to mentor you.



- 139 ♥ Listen to your people's complaints and let them know that they matter to you. Do your best to respond and improve what you can.

- 140 ♥ If a team member's work is being attacked by a superior and you feel the attack is unjustified, stand up for your team member.



- 141 ♥ Communicate honestly and openly. Be willing to hear bad news as well as good. Employees will be quicker to forgive your mistakes if they feel you're trying to communicate, listen and respond.

- 142 ♥ If someone comes to you with a complaint (e.g., sexual harassment), take it seriously and give it fair and proper investigation.



A systems analyst in a large corporation spent a year overhauling her company's proprietary software. She put in many hours of overtime and finished the job in the allotted time and under budget. When raise time came around, she was dismayed to receive only a small cost-of-living increase. Over the next few months, her manager noticed that she seemed unmotivated and reluctant to take on new responsibilities. What her manager had failed to communicate to her was that the company had put a limit on raises and that she was one of a handful of people in the company who had gotten any raise at all.



- 143 ♥ Respect their feelings. You're much more likely to get cooperation if you help someone work through their feelings about the job or a coworker than if you demand that they "get over it and get on with the work."

- 144 ♥ Invite them to your office for a cup of coffee and a chat. Schedule one-on-one time for each employee (or at least key employees).



145 ♥ If two or more employees are not getting along, help them to negotiate their differences. Don't just leave them alone to fight it out — especially if it's work-related or affects their work. Listen to each person's story. Bring in an outside consultant or counselor if the problem is big enough or requires greater objectivity.



146 ♥ Periods of transition (moving, restructuring, mergers, expansion, downsizing) can leave employees feeling insecure, uncertain and edgy. Let them know that you're concerned about their well-being during this trying time. The personal touch is best — drop by for a chat or speak to them as a group. Let them know what's going on and that they can come to you or your staff with their concerns.



147 ♥ Change can be frightening and unsettling. As much as possible, keep employees apprised of forthcoming changes, giving them as much advance notice as possible to allow them to adjust to the change. Provide them with information to ease the transition, such as maps of new office space and introduction to new supervisors, and provide training and seminars to help them learn new skills and procedures.



- 148 ♥ Business in the new economy is changing and many long-established procedures no longer work. Acknowledge this and get employees involved in developing new ways to keep the business alive and thriving in these new and different times.
- 149 ♥ Cultivate flexibility to enable employees to respond to fast-breaking changes.



During the '80s, the president of a major data company made a lot of money for himself, his employees and his investors by playing to win. He drove his employees through 80-hour weeks, his clients through grueling negotiations and played hardball with his competitors. He was the epitome of the successful leader of that time. When the company was sold, he took a 6-year hiatus, during which he realized that while making people wealthy, he had also insulted their intelligence and made them miserable. The bottom-line values created a destructive competitive culture. The business climate was changing, and these trade-offs were no longer acceptable; eventually, business would suffer. He rethought his



management strategy — his relationship with employees and customers, his old attitudes and practices. He later became CEO of another major corporation, only to realize that they were repeating the same bad practices of his former company. Gradually, he implemented the changes he had formulated during his hiatus. He worked with employees to develop new policies and goals, serving as motivator and facilitator, to create a new culture of partnership that focused not only on profitability, but the well-being of the employees and their customers. When he retired after 4 years, the company had increased its revenues 90 percent during the prior year.



- 150 ♥ A sense of control makes us feel safer. Wherever possible, give employees authority in decision-making to help them feel more in control. Let them help plan responses to change. Ask them what they need in order to feel safe and secure in the workplace and to offer possible solutions. Implement their suggestions as much as you can.
- 151 ♥ Be sure all employees are informed of emergency procedures and safety precautions. The sense of control this gives them will help relieve their anxiety.



- 152 ♥ Don't lie or make promises you can't keep. This will undermine trust and make employees feel insecure. If you don't know, better to say so.

- 153 ♥ Circulate among employees and sit with them one-on-one and in small groups. Let them know that you care about their concerns and are willing to take the time to hear them. Have more frequent meetings to be sure everyone is heard on a timely basis.



- 154 ♥ Don't gloss over the losses your company and employees may have experienced. Foster a sense of community by working through them as a group and supporting each individual. Ease up on the rules a bit and allow for the healing.
- 155 ♥ Use e-mail to keep in touch with your staff on a regular basis, but be sure to have face-to-face contact from time to time.



*Some of the best leaders asked people to come in the day after
September 11 — but not to work, just to talk. And to listen.
Listening is crucial in troubled times.*

Daniel Goleman, Richard Boyatzis
and Annie McKee
*Primal Leadership: Realizing the Power
of Emotional Intelligence**



- 156 ♥ If you must downsize, assure those who are impacted that it's not their fault and remind them of what you appreciate about them and their work. Although we know layoffs are an economic matter, we still tend to invalidate ourselves when it happens to us, and a little encouragement can help people deal with the loss.

- 157 ♥ If at all possible, warn employees of impending layoffs. Provide the best severance package and outplacement support you can.



For the companies that used extensive downsizing between 1990 and 1995, the remaining workers suffered considerably, and those companies endured bigger increases in medical claims for psychiatry, substance abuse, high blood pressure and long-term disability than did companies not downsizing.

Kenneth R. Hey and Peter D. Moore
*The Caterpillar Doesn't Know:
How Personal Change Is Creating
Organizational Change**



- 158 ♥ Layoffs increase the workload of those left behind. Do what you can to distribute the burden evenly, eliminate or consolidate tasks wherever possible, and provide whatever support you can so they don't get burned out.
- 159 ♥ Remember, you're all in this together. Foster a sense of camaraderie by remembering the human side and not just the bottom line.



There is a great man who makes every man feel small. But the real great man is the man who makes every man feel great.

G. K. Chesterton



- 160 ♥ Take a survey of employee attitudes. Find out what they feel works and doesn't work about your organization.
- 161 ♥ Periodically do a tour of the facility. Have "town meetings" and let employees ask questions anonymously, on paper. Address their questions for the group.



- 162 ♥ Employees like to complain about bosses. Don't give them reason. Implement an "open door" policy to your office. If they can come *to* you with their complaints, they won't have to go behind your back.
- 163 ♥ Let them write their own job descriptions — find out what they're *really* doing.



- 164 ♥ Give performance appraisals and feedback on a regular basis. It shows employees that they are respected and valued and that their contribution is important and recognized. It also gives a sense of security in that they know where they stand.
- 165 ♥ Let them take part in their own evaluations with self-appraisal forms. Have them evaluate you as well.
- 166 ♥ Let them know where they need to grow and improve and give them a chance to do so.



- 167 ♥ Keep everyone informed of developments on the job. It helps them do a better job and promotes good will — people who know or suspect that something is going on behind their backs get nervous and suspicious.

- 168 ♥ Conduct weekly meetings to keep your staff apprised of the status of projects, what needs to be done, what's not getting done. Include everybody. Keep them up-to-date with calls, memos or e-mail.



169 ♥ Let the people involved in a job develop the systems and procedures with you, rather than imposing your ideas or “established procedure” on them. Most often, the people “in the trenches” know the workings of the machinery better than the “generals,” and you’ll avoid ending up with something that looks good on paper but doesn’t work.



When new routes were added, the on-time performance rate at a regional airline dropped. The vice presidents, unable to remedy the situation, turned to their employees for help. They formed a group headed by a skycap, a flight attendant, a pilot and a ramp agent, with a manager acting simply as a facilitator. Within two months, the performance rate was not only restored, but became the highest in the industry.



- 170 ♥ Spend a week or a month doing the jobs of the people you supervise to give you firsthand experience that will empower you in understanding and managing them.

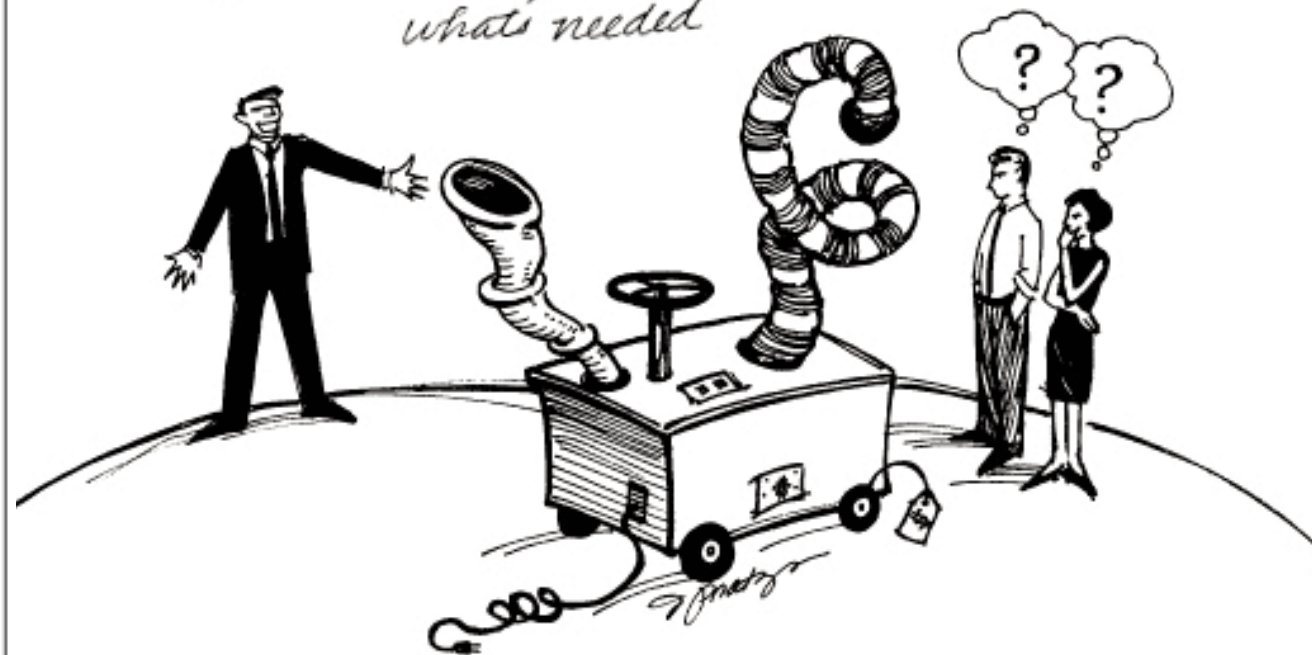
- 171 ♥ Let employees review company policies and procedures and suggest changes based on what is actually happening. People are more likely to be responsible for and support policies they've had a hand in creating.



A social work office in a small city hired a consultant to set up a computer system. Based on his work with similar companies, he set up new computers for each person, plus one laser printer and two draft printers to share. But the busy social workers never had time to print drafts. Instead, they often found themselves queued around the lone laser printer while the two draft printers remained idle.



*Find out
what's needed*





- 172 ♥ When buying equipment and supplies, find out what's needed or would work best from the people who use them. Be sure that the complexity of the equipment matches the level of proficiency of the intended users.
- 173 ♥ Provide the best possible tools (computers, machinery, vehicles, access to information, etc.) to allow your employees to do their best work. Remember safety when choosing equipment.



- 174 ♥ Even if you can't supply the best of everything, let them know that you would if you could.
- 175 ♥ If something in your company or department is not working, put your energy into finding a solution rather than who to blame.
- 176 ♥ Communicate without blame. Instead of “You forgot to give me the equipment list,” try “I also need the equipment list.”



- 177 ♥ NEVER, under any circumstance, belittle an employee.
- 178 ♥ If an employee has made an error, instead of chewing them out, just state what they did wrong. If you know how to correct it, tell them. If not, work out a solution together.
- 179 ♥ If you have a high employee turnover, find out why. Ask questions and be willing to hear the truth.



*It is easy — terribly easy — to shake a man's faith in himself.
To take advantage of that to break a man's spirit is devil's work.*

George Bernard Shaw
Morell in *Candida*



- 180 ♥ Don't stand over people. If there's a better or more efficient way to do the job, teach them or offer suggestions, but don't treat them like they're deliberately wasting time. (If they really are, that's another matter — see #57.) Everyone has their own work style.
- 181 ♥ Conduct exit interviews. Find out why people are leaving. If there's a repeating pattern, find out why and make improvements.



182 ♥ Don't fire an employee without warning (unless, of course, you're forced to by unforeseen layoffs or budget cuts). Besides being unfair to that person, it scares other employees — if you can do that to one person, you can do it to anyone — and makes for bad morale and distrust. If you're unhappy with someone's work, give them a warning and time to correct it. And if, ultimately, you do fire someone, tell them why and give them a fair and appropriate severance package.



- 183 ♥ If you do have to fire someone, be gentle, compassionate — and try not to do it around Christmas or their birthday.
- 184 ♥ If you hire someone who, it turns out, doesn't fit in well with your company, sit down with them and discuss the problem honestly. Chances are they feel as out of place as they seem to be, and you can come to a solution together — whether they stay or go.



- 185 ♥ Make sure the payroll is always on time — that check means a lot to people! (And make sure it doesn't bounce.)
- 186 ♥ When you give out checks, add a Post-it® that says “Good job!” or “Glad to have you on the team!”
- 187 ♥ Give a special bonus other than at Christmas or year-end — for the completion of a special project or as a general incentive for good work.



Highly publicized for paying wages considerably above the average, [Henry] Ford began in 1914 — the year he created a sensation by announcing that in the future his workers would receive \$5 for an 8-hour day — a profit-sharing plan that would distribute up to \$30 million annually among his employees.

*The Columbia Encyclopedia**



An accomplished salesman in a computer hardware company earned a commission of \$30,000 one month, despite a lack of support from his home office and his boss's refusal to give him a car phone. As his boss handed him his commission check, he complained (as he did every month) about having to pay him so much, although the company had earned ten times that amount from his work. The salesman lamented his situation to a friend, who offered to submit him for a position in his company. With his excellent track record, he landed the position easily and left his former boss to rely on less experienced (and less productive) salespeople.



- 188 ♥ Give regular raises.
- 189 ♥ Give a raise before they ask for it or it's due.
- 190 ♥ Give a bigger raise than they expect or are due.
- 191 ♥ When you hire someone or engage a freelancer, pay them more than the going rate.
- 192 ♥ Pay them what they're worth, and don't begrudge them the money or make them feel they're not worth it.



- 193 ♥ If you absolutely can't give a raise, explain the situation clearly and offer to create a new title or position. Trust them with new responsibilities.
- 194 ♥ Give the best benefits package you can afford. Offer profit sharing, contribution to pension, health insurance, company store, discounts on company products.
- 195 ♥ Provide a company doctor, especially if the work is high-risk or dangerous.



- 196 ♥ Give a reasonable amount of sick days, personal days, vacation days. Or just give a number of personal/vacation days to use at their discretion.
- 197 ♥ Allow them to take “well days” in lieu of sick days. Taking off that beautiful day in June to play in the park will do wonders for their mental (and physical) health. Having that escape valve will probably keep them healthier and happier, and they’ll take fewer days off (and be more productive) in the long run.



The much-maligned midday nap can be profoundly rejuvenating. Some corporations have even found that the productivity of their employees goes up when they are allowed to nap.

Christiane Northrup, M.D.★



- 198 ♥ Set up day care for working parents. They'll be much more productive if they know their kids are in good hands (and if they can go by and see them during lunch or breaks). Pick up the cost if you can (all or part); if not, keep the cost as low as you can, perhaps by offering the use of an empty conference room or office and allowing participating parents to collectively hire a caregiver(s).
- 199 ♥ On business trips, stay in the same hotel as your staff. If they fly coach, you fly coach.



- 200 ♥ Don't blatantly shower yourself with high salary, bonus, company car and other perks while your employees are receiving low wages and benefits. (In many companies in Japan, the top executives can only receive seven times what the lowest-paid employee receives.)
- 201 ♥ Take a lesson from Mr. Scrooge — if you get a windfall, share the wealth. Don't just sock it away for yourself — especially if the windfall was the result of other people's efforts.



The manager of the word processing department at a liquor company received dozens of cases of liquor each Christmas as gifts from various department heads. Every year, his staff watched as he took it all home, never offering any to his supervisors, much less the operators. When a last-minute job came in on New Year's Eve, not one of his staff was willing to stay late to do it, and he was forced to turn the job in late.



- 202 ♥ Issue a Certificate of Achievement, Excellence or Appreciation for a special accomplishment. Offer awards for teamwork, customer service, greatest improvement/increase in quality, sales or service.
- 203 ♥ Award a pin for length of service or outstanding service or quality.
- 204 ♥ Award special privileges (e.g., executive cafeteria, use of the car service, use of the company apartment in London or San Juan, extra vacation days).



- 205 ♥ Publish an employee newsletter (or have an e-newsletter or Intranet site) to help bring the company (especially a big one) closer together. Include news about employees and events. Take classified ads. Do feature articles on employees.
- 206 ♥ Feature them in the company newsletter.
- 207 ♥ Put a citation letter or recognition form in their permanent record.



Most people don't get much praise in daily life, but we all need it very much. I think receiving praise makes us brave. Down deep we really know our worth, but we don't have easy access to that knowledge. We need to hear praise coming from outside ourselves or we won't remember that we deserve it.

Barbara Sher

*Live the Life You Love**



- 208 ♥ Allow teams to set specific goals and give a reward when they reach them. Let them choose the (non-cash) reward, such as dress-down on Fridays, company-sponsored baseball team, coffee-and-cake or lunch celebration, award certificates or plaques.
- 209 ♥ Display samples of outstanding work.
- 210 ♥ For a reward or special occasion, give a gift certificate (some, especially men, prefer this to flowers).



- 211 ♥ Institute motivational/recognition programs. Give tee shirts, sweatshirts, beer coolers, keychains, mugs, coffee warmers, computer games, theater tickets, hats, Frisbees (perhaps with a company logo) as a reward for quality work. The return in work will be worth the expense.

- 212 ♥ Tie rewards to effort rather than the success or failure of a project when circumstances are out of their control (e.g., budget cuts, natural disasters, project cancellations).



A product manager in a drug company was given the job of preparing the launch of a new product that was awaiting FDA approval. His team worked for several months, only to find that the drug did not receive FDA approval and would not be introduced on the market. The vice president overseeing the product called in the product manager and his team to break the news. He commended the excellent work they had done on the project and assured them that their bonuses would not suffer that year for a failure that was out of their control.



- 213 ♥ Choose an Employee of the Month. Throw a luncheon or dinner and invite their family. Say nice things about them. Put their picture on the wall. Write them up for the company newsletter. Give a plaque. Give a bonus.
- 214 ♥ Let customers choose an Employee of the Month or recommend employees who give special service or treatment.





- 215 ♥ Save the best parking space for the Employee of the Month.
- 216 ♥ Choose an Employee of the Quarter and Year and give extra special bonuses and awards.



Human capital, unlike other assets, does not depreciate over time. Like good wine, it actually improves with age.

Frederick Reichheld

*The Loyalty Effect: The Hidden Force
Behind Growth, Profits, and Lasting Value**



- 217 ♥ Have an Employee Appreciation Day or annual recognition dinner to thank everyone for a job well done. Make a speech and thank each person individually, by department or as a group. Give bonuses, gifts or plaques.



- 218 ♥ When someone retires, give a gold watch, a party, a bonus. Let them know that they and their work were appreciated and will be missed.
- 219 ♥ Give a round of applause.
- 220 ♥ Give a thank you and a handshake for a job well done. (In some industries or circumstances, even a hug can be appropriate!)
- 221 ♥ Tell them they're the best!



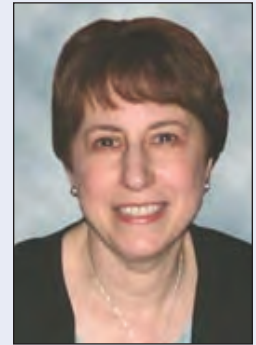
222 ♥ Above all, remember the Golden Rule. Use common sense and compassion as your guide, and treat everyone with the courtesy, respect and understanding that you would want for yourself.

ABOUT THE AUTHOR

Sharon Good is a Life, Career and Creativity Coach and President of Good Life Coaching Inc. She holds a certification in Life Purpose and Career Coaching from the Life Purpose Institute in San Diego and a certificate in Adult Career Planning and Development from New York University. She trains coaches for the Life Purpose Institute and New York University and has led workshops for the 92nd Street Y, the Learning Annex, Axxess Business Centers, Friends of the Institute of Noetic Sciences, and the International Coach Federation/New York City chapter, among others.

In addition to this book, which was previously published in print form by Excalibur Publishing and Sourcebooks, Sharon is the author of *Alpha, Beta & Gamma: A Small Story*; *The Tortoise Workbook: Strategies for Getting Ahead at Your Own Pace*; *Self-Publishing Basics: Starting a Small Press and Publishing Your First Book*; and the audio, *Powerful Choices, Powerful Life*.

To subscribe to Sharon's monthly e-newsletter, *Living the Creative Life*, visit her website at www.goodlifecoaching.com.



Does your company or department lack cooperation or teamwork? Do employees seem dissatisfied and disgruntled? Do you find yourself at a loss for what to do? Fear no more! *Managing With A Heart* offers a multitude of ideas and examples to point the way for managers at all levels and in all industries to let employees know they're valued members of your organization. Put the ideas in this book to work and watch the climate in your workplace improve!

“At last! An easy-to-read, easy-to-use set of ideas for motivating employees and motivating yourself in the process. This is a book whose time has come and whose readers have been waiting. *Managing With A Heart* is well worth the wait!”

Dr. Marlene Caroselli
Author, *The Language of Leadership*

“Sharon Good has assembled practical wisdom in the most charmingly instructive but not threatening manner. The reader (both boss and employee) cannot possibly fail to see the good he or she can accomplish by simply being aware of Ms. Good's teachings. While written for managers, there are many hints here, too, for employees who want to encourage their bosses to do the right thing. If ever there was potential for win-win situations in the workplace, this wonderful book points the way.”

Lucille V. Carrier
Partner, Townsend Consulting Group

“This book is a veritable smorgasbord of ideas for positive management, with something for everyone.”

Linne Bourget, M.B.A., Ph.D.
Leadership & Organizational Consultant,
Specialist in Positive Approaches to
Managing Change

“Making employees feel appreciated is a sure road to bottom line success. The suggestions contained in this book can really foster meaningful contributions from employees.”

Martin Gelerman
Senior Vice President
Olsten Corporation

“If it's power you're after, STOP READING NOW. If it's productivity, READ ON. If you want control, put this down. If teamwork is what you want, keep going. This book is not about not being BOSS. It's about being colleague.”

Arch Lustberg
Consultant to business leaders
and elected officials



Good Life Press

www.goodlifepress.com