

HOW TO
DRAMATICALLY
IMPROVE EMPLOYEE
ENGAGEMENT,
RETAIN YOUR
BEST EMPLOYEES,
AND SCALE A
SUSTAINABLE,
HIGH-PERFORMANCE
CULTURE

matt tenney

How To Dramatically Improve Employee Engagement, Retain Your Best Employees, and Scale a Sustainable, High- Performance Culture

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What You'll Learn In This E-book

This e-book is adapted from sample chapters of a new book by Matt Tenney.

The two chapters that constitute this e-book will provide you with a groundbreaking approach to quickly, dramatically, and sustainably improving employee engagement and retention, and to scaling a high-performance culture.

Here's what you'll discover in the pages that follow:

- ✓ **How to start dramatically improving employee engagement and reducing employee turnover in the next 60 days, without spending a dime**
- ✓ **Why leadership training fails to create any lasting impact 85% of the time and how to ensure your leadership training actually works**
- ✓ **A simple, 4-step path that any leader can follow to consistently inspire high levels of employee engagement and retention**
- ✓ **Why employee engagement surveys almost always hurt employee engagement and how to use them in a way that actually improves employee engagement**
- ✓ **How to reduce turnover by 10% or more just by using surveys in a creative way**

- ✓ **Why the best employee retention strategies – used by companies with the best employee retention rates – are actually the least expensive**
- ✓ **How a company used the approach outlined in this book to reduce voluntary turnover from 60% to 7% in six months**

Endorsements for Matt's first book, *Serve to Be Great*

"Matt Tenney has a clarity about the world that is remarkable. His experience and the lessons he learned need to be heard by as many people as possible."

-Simon Sinek, Optimist and author of *Start With Why* and *Leaders Eat Last*

"[Matt] offers an inspiring path to true greatness as a leader..."

-Jon Gordon, Best-selling author of *The Energy Bus*, *The Carpenter*, and *The Seed*

"Matt Tenney shows how leaders can elevate those around them and make everyone better off in the process."

-Adam Grant, Wharton professor and bestselling author of *Give and Take*

"...[Matt will help you] learn how you can be of greater service and make a bigger difference as a leader whether you have a title or not..."

-Mark Sanborn, Bestselling author of *The Fred Factor* and *You Don't Need a Title to Be a Leader*

"Applying the ideas [Matt shares] will help you and those around you to achieve better long-term results, and make your lives more meaningful and enjoyable along the way."

-Chip Conley, Founder and Former CEO of Joie de Vivre Hotels and New York Times bestselling author of *Peak and Emotional Equations*

"[Matt] provides you with powerful tools for becoming an extraordinary leader who gets results and makes our world a better place..."

-Chade-Meng Tan, Jolly Good Fellow of Google, and New York Times bestselling author of *Search Inside Yourself*

"[Matt's content] can take your business acumen, leadership skills, and personal growth to a higher level..."

-John Spence, Named one of the top 500 leadership development experts in the world by HR.com

About The Author



Matt Tenney is an author, consultant, and active CEO.

Over the last 10 years, Matt has delivered programs that help improve employee engagement and retention to hundreds of clients, including companies like Salesforce, T. Rowe Price, Roche, Marriott, Keller Williams, L'Oreal, and many others.

Matt is often invited to serve as a keynote speaker at meetings and conferences, and is known for delivering keynotes that are both inspiring and full of actionable insights that help leaders and organizations to realize high levels of engagement, retention, and performance.

To learn more about Matt, please visit <https://www.matttenney.com/>.

Chapter 1: The Primary Job of A Leader

Jennifer was excited to jump right into her new role as the director of human resources (HR). She wanted to make a noticeable impact in her first 60 days in the role.

She was well aware that there was a lot of work to be done, but this is what she lives for. She was very confident that there was tremendous untapped potential for the company and the nearly 900 employees she served.

Her first priority was to reduce employee turnover at the company, which had reached a staggering 55%. This was much higher than the average turnover rate for their industry.

She knew that after accounting for costs of hiring and lost team productivity, the Gallup organization estimates the true cost of losing one, mid-level employee is approximately the annual salary of that employee.

So, she used a simple formula for determining the true cost of turnover for the company (Number of Employees x Average Non-C-Suite Salary x Turnover Rate), and calculated that turnover was costing the company over \$28 million per year.

She realized that just getting the turnover rate down to the industry average of 25% would save her company over \$15 million per year.

One morning, after just a few weeks with the company, she was reading an exit interview conducted with an employee who had recently left. The interview provided some helpful clues for understanding the cause of the high turnover at the company.

David, the subject of the interview, was a dream employee. He was a top performer. He had already been promoted twice and was being compensated very well for his position, earning about \$125,000 per year.

Then, after three years with the company, he unexpectedly gave his two weeks of notice and left to go work for a competitor.

Apparently, the competitor offered him just \$5,000 more than his salary at Jennifer's company.

Jennifer was almost certain he didn't leave for a 4% pay raise.

Yet, this was a pretty common scenario at the company. Many employees said the reason they left was pay, but the pay increases were negligible.

Jennifer knew that the real issue was the company culture.

Research published in *MIT Sloan Management Review* supported her diagnosis. The study analyzed 34 million online employee profiles to identify U.S. workers who left their employer for any reason during a six-month period in 2021.

According to the authors, "A toxic corporate culture is by far the strongest predictor of industry-adjusted attrition and is 10 times more important than compensation in predicting turnover."

Although she didn't think the culture at her new company was really toxic, she knew there was a lot of room for improvement.

Jennifer quickly developed a plan for improving the culture, starting with an employee engagement survey.

She knew that company culture, employee engagement, and employee retention are all very tightly correlated. She also knew that the issues uncovered with an employee engagement survey should help her take the actions necessary to improve the culture and reduce turnover.

Her team put a lot of work into preparing for the survey, launching the survey, poring through the results, and formulating a plan for addressing the issues they identified.

Unfortunately, the survey questions didn't translate well into easily actionable items. So, it took the HR team a couple hundred hours, spread out over three months, to create their plan.

It was clear from the survey results that most of the issues that needed to be addressed revolved around how well managers were leading their team members.

When Jennifer suggested that the organization invest in leadership development, it was clear that the senior leadership team viewed leadership training as an *expense*, versus an investment that would provide a solid return.

The leadership team reluctantly agreed to allocate a budget for leadership training, which wouldn't be available for at least three months.

The HR team did the best they could given the time and budget constraints. The leadership development training consisted of a few workshops that occurred nine months after the most recent employee engagement survey.

A few months later, a year after the most recent survey, Jennifer looked at the turnover numbers. Her heart nearly broke. Annual turnover had actually *increased* to 58%.

Not long after that, her team conducted the second annual employee engagement survey. According to the survey, employee engagement had actually become worse, too.

Sadly, Jennifer's story is not unique. In fact, some variation of this story is the norm, not the exception.

One Of the Greatest Mysteries In Business

Although the term *employee engagement* was first used in the 1990s, the concept has existed for as long as people have led teams. An engaged employee is an employee who is emotionally invested in her work and willing to give discretionary effort.

In other words, an engaged employee is willing to go the extra mile to do great work and accomplish the mission.

Clearly, common sense would suggest that the more engaged employees there are in an organization, the better the chances are for that organization to succeed. And, thanks to the Gallup organization, there is now a very large body of research quantifying the benefits of high levels of employee engagement.

Below are just a few areas where Gallup routinely finds that companies in the top 25% of employee engagement scores outperform those in the bottom 25%:

- Approximately 40% lower absenteeism
- Approximately 50% better employee retention
- 10-20% better customer ratings
- Approximately 20% better sales
- Approximately 20% higher profits

Also, a broad meta-analysis Gallup conducted of employee engagement found that companies with highly-engaged workforces outperform their less-engaged peers by an incredible 147% in earnings per share.

As you are probably aware, employee engagement has been formally measured by the Gallup organization since the year 2000. You may also be aware that when Gallup first started measuring employee engagement, the numbers were terrible.

In 2001, in the US, only 30% - roughly one out of three employees - were engaged at work.

The vast majority of employees were either *not engaged*, which means they were just showing up for the paycheck and doing the bare minimum that's needed to keep their jobs, or they were *actively disengaged*, which means that they were actually undermining the performance of the rest of their teams and organizations.

The numbers outside the US were significantly worse.

Fortunately, we have an abundance of research conducted over the last 50 years or so that has provided very clear evidence for exactly what motivates employees and drives employee engagement in the workplace. This research is public knowledge, available to everyone.

And, over the last 20 years, US companies alone have spent hundreds of billions of dollars on surveys and training programs trying to improve employee engagement in the workplace.

What type of results have we seen with this extremely powerful combination of knowing exactly what drives employee engagement and an enormous amount of resources being applied to increasing employee engagement?

None.

We have seen no statistically significant increase in employee engagement in the last 20 years.

As of this writing in 2022, in the US, employee engagement is still hovering slightly below one out of three employees being engaged at work (32%). And, the numbers are still worse outside the US.

Of course, this begs the question:

Why haven't we been able to improve employee engagement to any significant degree in the last 20 years despite knowing exactly what drives employee engagement and applying massive amounts of resources toward increasing employee engagement?

Why Employee Engagement Hasn't Improved In 20 Years

In 2021, while researching employee engagement measurement practices, I stumbled upon the answer to the question above.

I discovered that there are three, persistent and extremely important issues which, together, have resulted in the average levels of employee engagement not improving at all over the last 20 years:

1. Employee engagement is perceived, incorrectly, as an “HR thing,” that can be improved with perks and benefits. The result is that engagement initiatives tend to be separated by time and/or function from leadership development initiatives.

Unfortunately, at least 70% of employee engagement and retention is driven by direct supervisors. In order to quickly and sustainably improve employee engagement and retention, there needs to be a heavy focus on leadership development.

2. Unfortunately, even when leadership training is offered, research has found that it fails to create any lasting improvements 85-90% of the time, especially in terms of creating high levels of employee engagement and retention.

For leadership training to produce an attractive return on investment, it needs to be highly effective at building new habits that stick and that are proven to improve engagement and retention, and drive sustainable high performance.

3. The act of measuring employee engagement almost always has a negative impact on trust in leadership, and thus on employee engagement and retention. The typical survey process often actually does more harm than good.

It's possible to collect feedback and measure engagement in a way that, in and of itself, actually builds confidence and trust in leadership, and improves employee engagement and retention.

It is *extremely* important to note here that the primary reason employee engagement hasn't improved in the last 20 years is that all three of these issues are intimately interconnected. In order to solve the problem of employee engagement and retention, all three of these issues need to be resolved.

It was only when I saw how the three issues above work together (or have failed to work together over the last 20 years) that the solution to the problem became obvious.

The simple, 4-step solution that I discovered (and is supported by decades of research on employee engagement) can be applied by any leader to consistently drive high levels of engagement and performance, which you'll learn how to do in this book.

And, if you're an executive (a leader of leaders), or an HR / People Ops professional, you'll discover how to apply this powerful system to build and scale an entire leadership team that creates consistently high levels of employee engagement, attracts and retains top talent, and drives sustainable high performance.

Let's start by resolving the foundational issue, which is the very common misperception that employee engagement is an "HR thing."

The Illusion of Being A “Best Place To Work”

Over the last 20 years or so, an incredible body of work has been created around the importance of having a “great place to work.” There are now a number of lists that rank the best places to work in a wide range of categories.

On the whole, this has been extremely important work that has inspired many leaders to make it a top priority to create a workplace that people actually enjoy being a part of.

Thanks in large part to this work, it is now widely known that employee experience, including the degree to which employees are happy, is a key element of long-term organizational success.

Unfortunately, what many people take away from these “best place to work” lists are things like perks and benefits and how cool the office space is. Although perks and benefits and cool offices can be very effective for attracting people to an organization, they are not effective at driving employee engagement over the long term, unless more important needs are also met, which you’ll learn more about soon.

In fact, perks and benefits and cool offices can actually hurt employee engagement when more important needs aren’t met, especially when employees perceive the perks and benefits and office space to be part of a *quid pro quo*.

I have spoken with many employees who used to work at well-known tech companies that win “best place to work” awards – and have amazing perks and benefits and a really cool office – who have told me that their company culture was actually pretty toxic. They felt that leaders saw them as commodities and that there was an expectation that they should work around 80 hours per week in reciprocity for all the perks and benefits and cool office features they were given.

Most of these employees wanted to leave as soon as possible, and only stayed at these organizations long enough to add a well-known tech company to their resumes.

Perks and benefits and cool offices have much more to do with employee *satisfaction* than they do with employee *engagement*. It is partly due to “best place to work” lists that people use employee satisfaction and employee engagement interchangeably.

Although employee satisfaction is certainly a component of employee engagement, it is extremely important to make a clear distinction between these two terms.

Satisfied employees are employees who really like their workplace. Satisfied employees tend to stick around a long time because of the nice perks and benefits, and the cool office. At first glance this seems like a really good thing.

However, an employee may be very satisfied, but not *engaged*.

In other words, they may not be high performers who are emotionally invested in accomplishing the mission, and thereby very unlikely to go the extra mile. Having large numbers of satisfied employees who are not engaged can actually be detrimental to an organization.

If an organization has a large number of employees who are essentially doing the bare minimum to keep their jobs but are sticking around for a long time, a culture of mediocrity can easily form. A culture of mediocrity can have devastating effects on organizational performance, and can repel highly-talented, highly-engaged people.

The realization that perks and benefits and cool offices are not effective for sustaining high levels of engagement and retention is actually very good news!

Perks and benefits and cool offices are expensive. Most leaders and organizations can't afford to compete on those factors.

However, any leader or organization can execute on the powerful solution you're going to learn in this book.

Employee Engagement Is *NOT* An “HR Thing”

Another negative side effect of this illusion of what it means to be a “best place to work” is that it results in thinking of workplace culture, and employee engagement and retention, as “HR things.”

There seems to be a pervasive notion that leaders can go to HR and ask them to sprinkle some type of magic HR fairy dust on their culture, and this is going to somehow miraculously create a sustainable high-performance culture with high levels of employee engagement and retention.

However, as outlined above, research from Gallup has found that at least 70% of employee engagement is driven by direct supervisors.

This idea that HR is ultimately responsible for employee engagement and retention has devastating consequences.

When employee engagement is viewed exclusively as an “HR thing,” employee engagement tends to be treated as a sort of “project” with a clear beginning and ending, which is separate from leadership development efforts.

When employee engagement is viewed as a time-bound project that is separate from leadership development efforts, the process of trying to improve employee engagement is inherently flawed.

Step 1: Clarifying and Continuously Reminding Ourselves What Is The Primary Job Of A Leader

The first, foundational step for improving employee engagement, and building and scaling a high-performance culture that attracts and retains top talent, is to resolve the first of the three issues outlined above.

The perception that employee engagement is an “HR thing” – driven primarily by perks and benefits and cool offices – must be changed.

Leaders at all levels need to realize that although the HR / People Ops team is an extremely important partner in the efforts to drive employee engagement and retention, ultimately, employee engagement is not an “HR thing.” Ultimately, employee engagement is a “leadership thing.”

Leaders must make employee engagement their top priority (tied with strategy for senior leaders in charge of strategy).

A team or organization could have a great strategy. But it's of much less value, or no value, if the people in the organization fail to execute the strategy well, or at all, because there are not enough engaged employees.

For leaders to make employee engagement their top priority, an important shift in mindset is required. Leaders need to operate from the wisdom of what their primary job is.

The primary job of a leader is simply this: *To inspire greatness in her team.*

As obvious as this might sound, new managers often don't think this way, and seasoned leaders often forget.

Most new managers are promoted because they're really good at their jobs. When they become a manager, they continue doing what they've always done to be successful: they work hard on individual-contributor-type tasks, while trying to squeeze in leadership behaviors.

Unfortunately, these high performers often fail miserably as leaders because they either don't know that their primary job is now to inspire greatness in their team members, or they haven't been trained how to do it, or both.

Seasoned managers usually know that their primary job is inspiring greatness in their team members. But they either rarely find the time to do it because they're caught up in dealing with urgent issues, they haven't developed habits and routines for consistently behaving in ways that inspire greatness, or they've never been trained how to consistently inspire greatness.

Although “inspiring greatness” might sound like some lofty aspiration that only “natural leaders” (often thought to be people with high levels of

charisma) could ever attain, it's actually quite simple to do this. It's not easy, but it is simple.

To inspire greatness in others, we must serve as coaches who are obsessed with helping others to be happy, great human beings who do great work. We must work continuously to create the conditions for such greatness and help identify and remove obstacles to greatness for the individuals on our teams.

We must also create the conditions for, and remove the obstacles to, our team members being able to consistently work together as effectively as possible.

However, the motivation for these efforts is *extremely important*.

Every leader wants their team members to do great work, and for their teams to get great results. But if the motivation is selfish, the leader is almost certain to fail.

Selfish leaders often demand high levels of performance because they want to look good, get a promotion, or get a raise.

But this motivation has a palpable energy associated with it. We can feel it when people have selfish motivations, and it's repulsive. Selfish leaders eventually repel talented people of high character.

Great leaders want team members to be happy, great human beings who do great work. And, they want this not to benefit themselves as a leader, but because that's what's best for the team members.

When people consistently do great work and positively impact others along the way, they feel good about themselves and truly enjoy their work. This results in greater happiness and satisfaction in life.

Just as with the selfish motivation, there is a palpable energy that accompanies this pure, selfless motivation that arises when a leader has the best interest of the team member in mind.

And, this energy, which is an essential element of inspiring greatness, is very attractive. People want to work with leaders like this, and they are extremely likely to go the extra mile for leaders like this.

Great leaders don't demand performance. They *inspire* it.

Why Leaders Don't See Most Opportunities For Inspiring Greatness

In order for leaders to have any chance of being able to consistently inspire greatness in their teams, we must undo the conditioning that prevents us from consistently behaving as though inspiring greatness is our top priority.

I would guess that most people, if not all people, have experienced the following scenario.

You purchase a new product, like a car. Prior to you owning this new car, you never really noticed the model while you were going about your day.

But after you purchased the car, you started seeing it everywhere. It seemed like your car was now the most popular car on the road.

There are several possible explanations for why this phenomenon occurred.

It's certainly possible that you are very cool, and when other people found out that you bought this car they all went out and bought it, too.

However, I think there is solid evidence to suggest that there is another explanation for this phenomenon.

There are areas of the brain that are thought to be responsible for filtering out from conscious awareness almost all of the information the brain receives. Many neuroscientists believe that the reticular formation is at least partially responsible for this work.

It is estimated that the human brain can process 11 million bits of information every second. Research suggests that less than 100 bits of information arise in conscious awareness each second.

This means that we are blind to roughly 99.99999% of the information received by the nervous system. We only consciously see 0.000009% of that information.

Thus, I believe that the more likely explanation for why the new car seemed to appear everywhere after you bought it is that it had actually been popular before you bought it.

However, your subconscious mind did not think that the car was important. As a result, even though the car was almost certainly just as popular before you bought it as it appeared to be after you bought it, your brain kept you from seeing that car before you bought it.

Once you bought the car, it was moved into the “important information” category in your brain, so areas of the brain like the reticular formation started allowing that information to be processed in conscious awareness.

In other words, your brain allowed you to see the car that it had previously kept you from seeing.

Filtering out unimportant information serves an important purpose. If we had to consciously process even a fraction of the 11 million bits of information that we receive each second, we would probably lose our minds.

Some researchers believe that conditions like attention deficit disorder and schizophrenia may be the result of allowing just a tiny percentage more of unimportant information into conscious awareness than most brains allow.

Although areas of the brain like the reticular formation are likely essential for preventing us from going insane due to information overload, there are some important ramifications.

It means that we may very well be blind to things that *should be* important to us.

Unfortunately, most of us in Western society have likely been the subject of extensive conditioning that has resulted in the subconscious mind having

several suboptimal ideas about what is most important for leaders to be effective.

Most of us have received a lot of conditioning that causes us to think that executing on tasks, winning, or hitting the numbers are most important, especially in sports and business.

This conditioning can prevent us from seeing the information that is most important for creating the conditions for high levels of performance.

It can literally blind us to critical leadership abilities, like the ability to see opportunities to help team members to be happy, great human beings who do great work, to see obstacles getting in the way of such greatness, or to see opportunities for us to grow in our abilities to inspire greatness in our teams.

A Simple Hack for Undoing The Conditioning That Limits Our Effectiveness

A simple yet powerful hack for starting the work of undoing the conditioning that blinds you to opportunities to inspire greatness is to simply rewrite your job description.

This doesn't mean going to HR and formally requesting a new job description.

All you need to do is print up your current job description and write at the top of it, "Additional Responsibilities."

Then, write out and print on a separate piece of paper, in big, bold font, your primary job as a leader, which should be something like the following:

My primary job is to inspire greatness in my team by serving as a coach who consistently helps people to be happy, great human beings who do great work.

Once you have written out your new job description, it is important that you review it several times a day for the next 30 days or so.

This simple practice can help you rewire your brain and undo the conditioning that has programmed your brain to be blind to the most important information required for leadership excellence.

To give you an idea of how important this is, I have actually heard very well-intentioned leaders who work hard to take good care of their team members and to inspire greatness in their teams, say things like the following:

“I have to take time away from my job to spend time coaching my team members.”

I cringe when I hear things like that. If you're a leader, coaching team members to be happy, great human beings who do great work is your job.

The difference in language cited above may seem subtle, but it tells us a lot about what leaders subconsciously think the primary job of a leader is. They subconsciously believe - and often behave as though - the primary job of a leader is whatever is in their job description.

And, I have never seen a leader's job description start with “My primary job is to inspire greatness in my team by serving as a coach who consistently helps people be happy, great human beings and do great work,” unless it was someone who followed my advice to do so.

Just to be clear, we're not talking about “The Secret” here, which is commonly interpreted to be some variation of “If you think about something often enough it will become real.”

However, by reciting your new job description multiple times a day for a while, your mind will be a little more open to opportunities to inspire greatness, and you'll spend a little more time thinking about and behaving in ways that help you focus more on inspiring greatness in your team.

Thus, reciting your new job description will work in tandem with new thoughts and actions to gradually rewire your brain so you spend more time operating from the wisdom that your primary job as a leader is to inspire greatness.

And, this shift is the foundation of the simple yet extremely effective approach to leading others that any leader can apply - whether or not they're a "natural" or highly charismatic leader - to consistently inspire greatness in others.

The Shift That Changes Everything

When leaders can make the shift to consistently operating from the wisdom that their primary job is to inspire greatness in their teams, an elegant solution naturally unfolds for creating high levels of employee engagement.

This solution resolves all three of the issues, outlined earlier in this chapter, that have resulted in the average levels of employee engagement not improving in the last 20 years.

Clearly, *inspiring greatness* is synonymous with *inspiring engagement*. Engaged employees are the ones who go the extra mile to accomplish the mission.

When leaders realize that their primary job is to inspire greatness (to inspire employee engagement) it changes the entire approach to employee engagement.

It is no longer seen as a project that is the responsibility of HR. Instead, employee engagement is seen as the top priority for every supervisor in the organization.

Leaders at all levels shift attention to the most important work there is for leaders: Inspiring greatness in their teams.

Of course, the question that arises for many at this point is, *How do I consistently inspire greatness in my team?*

The rest of this book is devoted to sharing a simple yet very effective approach - supported by decades of research - to consistently inspiring greatness in others and helping leaders at all levels dramatically improve their abilities to sustain high levels of employee engagement and performance.

In the next chapter, you'll discover the simple solution for solving the three issues outlined earlier in this chapter that have resulted in seeing no improvements in employee engagement in the last 20 years.

The solution flows naturally and logically from the key first principle that the primary job of a leader is to inspire greatness in her team.

In the chapters after that, you'll discover proven, highly-leveraged habits for consistently inspiring greatness in your team, and for overcoming the biggest obstacles to doing so.

Action Steps for Chapter 1

1) Please go print up your current job description and write at the top of it, "Additional Responsibilities."

2) Please write out and print on a separate piece of paper, in big, bold font, your primary job as a leader, which should be something like the following:

My primary job is to inspire greatness in my team by serving as a coach who consistently helps people to be happy, great human beings who do great work.

3) Please go create three, 5-minute events with pop up reminders on your calendar that repeat every morning, midday, and afternoon for the next 30 days that remind you to read out loud your new job description and take five minutes to think of at least one action you could take to help team members be happier, better human beings who do great work.

Chapter 2: A Simple, Repeatable, Scalable System for Improving Employee Engagement and Building A Sustainable, High-Performance Culture

Parents often hear about a stage of childhood development referred to as the “terrible twos.” This is a time when emotions develop rapidly for children, but they have little or no ability to regulate their emotions.

My wife and I were pleasantly surprised when our son turned three and we had yet to deal with any of the serious meltdowns that are often associated with the terrible twos. We naively thought maybe we would just never deal with those things because our son was “so advanced, emotionally.”

Little did we know that the terrible twos often don’t really begin until the child turns three and can sometimes peak when a child is four. Our celebration of making it successfully through age two ended abruptly shortly after our son’s third birthday.

His third year of life was challenging, at best, much of the time. On the bright side, my wife and I developed a lot of patience and applied a lot of time and energy navigating the emotional rollercoaster that seemed to be much of our three-year-old’s life. This helped us develop valuable skills for all areas of our lives.

We were really hoping that because the third year was so challenging, we would see significant improvement during his fourth year. As it turned out, not so much.

I remember one particularly notable day shortly after my son turned four. He was building a structure with one of our favorite toys called Magna Tiles®.

Magna Tiles® are amazing for allowing children to build complex, three-dimensional structures, and I highly recommend them to any parent.

However, the structures built with Magna Tiles® are somewhat fragile and can easily be knocked down with even the most gentle of accidental collisions.

My son asked me to watch him simulate an airplane flight as he moved across the room, so I slid back just a little bit to give him some space. When I did, I accidentally bumped into a structure he had built with the Magna Tiles ®.

As soon as he heard and saw the structure being damaged, he started screaming, tears quickly filled his eyes, and he wound up – in what seemed like almost comical slow-motion – to punch me.

Then, in a similar, almost comical slow-motion fashion, he proceeded to punch me in the arm.

He had never hit anyone up to that point in his life. And judging by his technique, I'm guessing he learned how to do this by seeing a child younger than him hitting somebody else on the playground at school.

The look on his face after he hit me in the arm was priceless. It was a mix of frustration, sadness, and confusion. He looked as though he wasn't sure how his hand moved in my direction and collided with my arm.

Although I certainly don't claim to be perfect at this, in this instance I was able to remain calm and apply one of the most powerful habits I have developed over the years. As I assessed the situation, I took a moment to think about what my son might need.

I knew that he had been a little whiny the entire afternoon, so I suspected that in addition to being in a developmental stage where emotions are challenging, he was also probably a little hungry and tired.

This, of course, is a bad combination for anybody, especially a four-year-old who is just starting to deal with powerful emotions.

I knew that I would need to address the importance of not using violence to solve problems soon, but I also knew that discussion would be more constructive after I helped my son navigate the emotional turbulence.

So, the first thing I did was ask him, “Are you feeling frustrated because I knocked down the structure you built?”

He started crying again and loudly said, “Yeah!”

Although asking a child to become aware of the emotion they feel often seems to temporarily exacerbate the situation, it’s a crucial first step for helping them develop the ability to effectively deal with their emotions.

I then asked, “What do you think you need right now?”

He looked at me, with tears running off his face, and simply said, “I need a hug.”

I gave him a hug and we snuggled for a few minutes as he calmed down. Once he was calm again, I gave him a little extra snack (something I knew he needed), and we talked about different ways to respond to feeling frustrated that don’t involve screaming or hitting people.

I’ll never forget the look he gave me right before he went back to playing. Without saying a word, his expression said it all: *You understand me. You really care. I feel much better as a result.*

The rest of the afternoon was free of meltdowns and instead filled with laughter and fun.

Although I would never suggest that employees are like children, in many ways being an effective leader is like being an effective parent.

I believe that a simple definition of successful parenting is raising a child who is happy, treats others with kindness and respect, and makes a positive contribution to our society.

In other words, a successful parent is one who inspires greatness in her children.

For leaders, much like for parents, the real work is creating the conditions for greatness by identifying and meeting the most important needs people have for being happy, great human beings and doing great work, and helping to remove obstacles to such greatness.

Put another way, our job as leaders is to identify and meet the most important needs people have for thriving, both professionally and personally, and help remove obstacles to thriving.

In this chapter, you're going to discover a simple, repeatable, scalable approach for doing this so that you and the leaders in your organization can consistently inspire greatness in your teams by helping people to thrive (to be happy, great human beings who do great work).

This approach resolves all three of the issues outlined in the last chapter that have resulted in the average levels of employee engagement not improving in the last 20 years.

The approach dramatically improves the effectiveness of both employee feedback efforts and leadership development efforts, and tightly synchronizes those two efforts to create a game-changing, synergistic effect that will help you quickly and dramatically improve employee engagement and retention, and scale a sustainable, high-performance culture.

Step 2: Identify The Core Needs People Have For Thriving At Work

When leaders spend more time operating from the wisdom that their true job is to inspire greatness in their team, it logically follows that the first action they need to take is to identify the most important needs people have for thriving (being happy, great human beings who do great work).

There are two categories of needs that people have for thriving at work.

There are universal needs, which apply to almost everyone in almost every type of organization.

And there are unique needs which could be unique to your organization or to an individual on your team.

I strongly recommend initially focusing your efforts on identifying and meeting the universal core needs that people have for thriving at work. There are two reasons for this.

First, there is no work required for you to identify the universal needs. They are well-known, so you don't need to go figure this out on your own.

There are fourteen of these core needs for thriving at work, listed below, which decades of research suggest are most strongly correlated with employee engagement and retention, and are also essentially universal.

Second, as you, and any leaders who report to you, continue to grow in your ability to meet these universal needs, and continue to rewire your brain to see inspiring greatness is your most important job, you will naturally improve at your ability to identify and meet the unique needs.

Universal Core Needs For Thriving At Work

Following are fourteen core needs people have for thriving at work (for being great, happy human beings and doing great work), which decades of research suggest are most strongly correlated with employee engagement and retention, and are essentially universal.

1. Appreciation / Recognition

People need to feel recognized and/or appreciated so they know they are making a contribution.

2. Autonomy

People need to feel that they have as much control as possible over their lives.

3. Belonging

People need to feel that they are part of a group with mutual respect and care, and shared values.

4. Clarity of Expectations

A lack of clarity is a significant source of anxiety and frustration.

5. Doing Work That Leverages Strengths / That One Enjoys

The more time people spend doing work they enjoy and are good at, the more likely they are to be engaged.

6. Excellence

People inherently want and need to do a great job.

7. Feedback

People need regular, helpful feedback.

8. Feeling Like Opinion Matters / Is Heard

People need to feel like their ideas matter.

9. Feeling Cared For By One's Supervisor

Perhaps the most powerful driver of engagement, and the foundation for meeting all other needs.

People need to know that their supervisor cares about them as a person and works to help them be a happy, great human being who does great work.

10. Growth

People need to be continuously growing.

11. Having the Tools Required To Do One's Job

Lacking the tools to do one's job is a significant source of anxiety and frustration.

12. Meaningful Work

People need to find meaning at work.

13. Trust

People need to know that they can trust their coworkers, most importantly their leaders.

14. Wellbeing

People need to be able to go to work without adverse effects on their physical and emotional wellbeing.

Step 3: Get Feedback on How Well Direct Supervisors Are Meeting Needs

If a leader, or leadership team, is truly committed to inspiring greatness in team members, the next logical step after identifying the core needs people have for thriving is to get feedback from team members on how well direct supervisors are meeting those needs.

We need to regularly ask questions that are some variation of, “How can I better help you to thrive?”

The feedback we get is absolutely essential for helping us improve our ability to effectively lead our teams. We all have blind spots. Most of us have a lot of them.

Research from Dr. Tasha Eurich, author of the excellent book on self-awareness, *Insight*, found that while 95% of people think that they are moderately or highly self-aware, less than 15% of people actually are.

If leaders don’t get regular feedback from team members on how well they’re doing, the chances of being successful are slim to none.

Unfortunately, most direct reports are at least somewhat uncomfortable providing constructive feedback to the boss. Even when there is a good relationship between supervisor and direct report, it’s hard to get the best feedback unless we allow feedback to be delivered anonymously.

This is why most organizations use some type of third-party software tool to collect feedback. (If you’re part of a small team or organization, you could create your own surveys using something as simple as Google forms.)

However, most organizations make some fatal mistakes with their approach to getting the feedback that is essential for consistently inspiring greatness in team members.

Why Typical, Large, Employee Engagement Surveys Often Make Things Worse

Many organizations try to get feedback with large, annual employee engagement surveys. Unfortunately, this approach of trying to identify with one, large survey all the issues that are negatively affecting employee engagement almost never works. In fact, it often does more harm than good.

There are three principal reasons large surveys fail:

First, the leadership team usually ends up with a large number of issues they need to fix to improve employee engagement and retention.

Often, in the worst-case scenario, the leadership team is so overwhelmed with the work they need to do to fix the issues that they do nothing at all. Of course, if the organization does nothing at all, they would have been better off not even doing a survey.

If we ask employees for their feedback using a survey, there is an expectation that something will be done to address the feedback. Failing to act on surveys tends to further reduce employee engagement.

Employees feel like it was a waste of their time to take the survey (which can take as much as 30 minutes of their time), they feel like no one in management really listens to them, and they trust management even less than they did before the survey.

The second reason typical employee engagement surveys fail - or make things worse - is that they often focus on variables that have very little impact on employee engagement.

These surveys focus on organization-wide issues that seem best addressed with perks or big policy changes. Instead, employee engagement surveys should be focused on behaviors of direct supervisors because they are the primary drivers of employee engagement.

Research from Gallup has shown that at least 70% of employee engagement is driven by employees' direct supervisors. So, any strategy for improving employee engagement must focus heavily on leaders at all levels.

The third reason typical employee engagement surveys fail is that, unfortunately, even when they do include questions about leaders, they usually fail to link results to simple, actionable behaviors.

For example, many companies do an annual survey asking how confident the individual feels about the CEO, core leadership, and their manager. The answer to this question doesn't provide any direction for action. A dissatisfactory answer to this could mean an employee doesn't feel appreciated, or it could mean they don't agree with some recent decisions.

Asking questions like this results in a tremendous amount of work, which is usually delegated to the HR team and sucks up dozens or hundreds of work hours, to figure out how to translate the results into an action plan that will help managers make a better impact on employee engagement.

It often takes so long to do this that employees often don't associate changes they see with the feedback they provide. Thus, even when something positive does happen, there's still the perception that nothing was done in response to employee feedback, which results in a loss of confidence and trust in the leadership team that can negate any positive changes in the behaviors of leaders.

Trying to get feedback from team members with large employee engagement surveys essentially guarantees that efforts to improve employee engagement will fail and may very well make things worse.

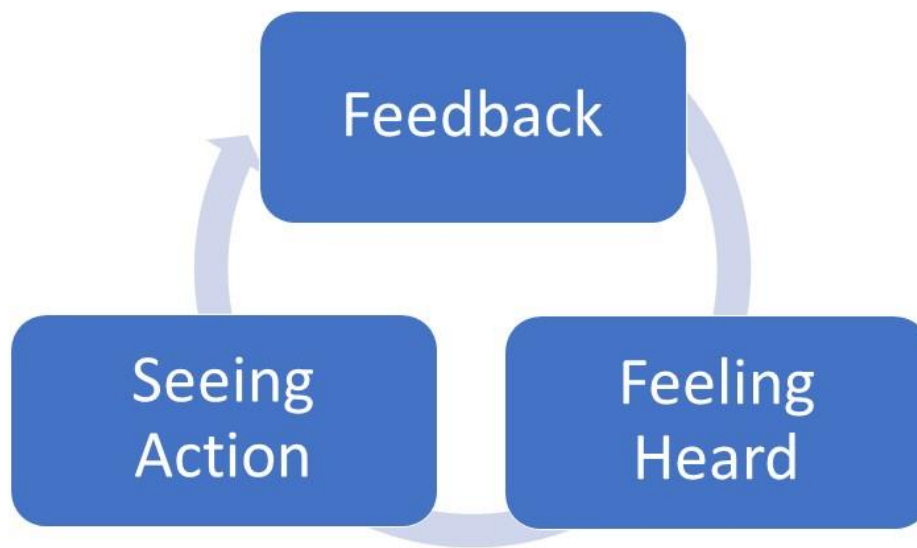
There is a much better way to get feedback.

A Better Way To Get The Feedback We Need

To see improvements in employee engagement and retention quickly and sustainably, I strongly recommend that you start by creating a strong

foundation of regular feedback that creates a virtuous cycle, as pictured below, in which employees regularly give feedback, feel heard, and see action being taken on their feedback within a few days.

Virtuous Cycle



There are multiple reasons why this approach of using short, frequent surveys focused on the behaviors of direct supervisors is so effective.

First, and most important, more than 70% of employee engagement and retention is driven by behaviors of the employees' direct supervisors. By focusing on direct supervisors, you can make the biggest impact in the least amount of time. This is the most leveraged approach.

Research from Gallup makes it clear that the organizations with the highest levels of employee engagement and retention are the ones with the most engaged managers. And, having engaged managers is not only good for your organization's performance, it's good for the managers.

The easier we can make it for managers to consistently meet the legitimate needs of employees, the more meaning they'll find in their work. This means that work becomes less stressful and more fulfilling, which can dramatically improve the wellbeing of managers.

As an added bonus, they'll be less likely to leave, which will help you reduce turnover among managers.

Research published by Shawn Achor and his colleagues in the *Harvard Business Review* found that the average person would give up roughly 25% of their lifetime earnings to consistently do meaningful work.

Second, it only takes about 60 seconds for employees to complete a short survey with one to three questions on it, so employees don't find the surveys annoying or disruptive.

Third, by getting regular feedback in small bits, it's easier for managers to digest and act on that feedback.

Managers don't have to think about a large number of issues at once. They just have to work on growing in one, small area, so they're much more likely to take action.

And, finally, it's possible to increase employee engagement just by asking the survey questions in the right context.

Instead of being framed as part of an "employee engagement" survey, which many employees feel is about finding ways to get more work out of them, I recommend the context be about managers doing a better job at helping people to thrive.

This approach comes naturally to leaders who consistently operate from the wisdom of knowing that their primary job is to inspire greatness in team members by serving as a coach who helps team members to be happy, great human beings who do great work.

When you ask questions in the context of “How can I help you thrive?” you’re sending the message that you actually care about team members as people, which research from Gallup and others suggests is the most powerful driver of employee engagement.

By quickly taking meaningful action on the feedback you receive, even if it’s not perfect action, you further strengthen the perception team members have that you truly care about them.

Step 4: Respond To Feedback Quickly By Synchronizing Frequent Surveys With Leadership Training Provided In The Context Of Inspiring Greatness In One’s Team

Context Matters

The system recommended in this chapter helps make leadership training significantly more effective by providing context that inspires people to take action on what they learn.

When training is offered in the context of inspiring greatness by serving as a coach who helps team members to thrive, we tap into a powerful aspiration that lies within all of us: the aspiration to make a difference in the lives of others.

By focusing training on behaviors that help meet the core needs people have for thriving, every training can easily be aligned with this very inspiring context.

A Simple Hack For Almost Instantly Acting On Feedback

In addition to providing inspiring context for training, the approach recommended here helps you close the time gap between feedback and training, which is perhaps the most powerful element of this approach.

Employee feedback and leadership training need to be synchronized as tightly as possible to see significant, consistent improvements in employee engagement and retention.

There are two keys to making this happen.

First, for at least the first six months or so, you should only ask questions on your surveys that address issues you know you *should* address, and that you know you *can* address.

You know that you should address how well direct supervisors are meeting the universal core needs people have for thriving at work. Decades of research makes it clear that meeting these core needs is the most highly-leveraged activity leaders can engage in for inspiring high levels of employee engagement.

Because these needs are public knowledge, you know you *can* address them, either with training or, if you're part of a small team or organization without the resources to create or invest in training, through personal study (which this book will help with).

(As a reminder, in the Appendix, you'll find a detailed, helpful guide to using various types of surveys in the most effective ways to uncover unknown issues and get the data you need to measure progress while ensuring that your measurement efforts don't have a negative impact on employee engagement, as they very often do. Also, if your organization is committed to doing a large annual survey soon (or just did one), or if you're committed to them for the purposes of qualifying for awards, you'll find helpful guidance for applying the system outlined in this chapter in combination with the large annual surveys.)

Second, by focusing initially on how well supervisors are meeting the universal core needs, you can apply a simple, incredibly powerful hack for acting on employee feedback almost instantly. You just need to have training ready to go on how to consistently meet a core need before any surveys are deployed.

For instance, if you know you're going to send out a survey on the universal core need for appreciation, you should have a brief, 5-minute video training already created before the survey goes out, focused on a simple habit for better showing appreciation, so that managers can watch and take action on the training as soon as they get the feedback from their direct reports.

(If you're part of a small team or organization without the resources to create or invest in training, you should study and have a plan for how you'll better show appreciation before the survey goes out.)

This approach is extremely important for several reasons.

Linking Training To Feedback Improves Training Effectiveness

First, one explanation for why 85-90% of leadership training fails to make any lasting impact is that people aren't as open to learning something new if they don't think they're deficient in the area being taught.

Imagine a team of leaders is told that they're going to attend a training on listening skills. A large percentage of those leaders (remember only 10-15% of people are moderately to highly self-aware) are going to immediately think:

I'm a great listener. I don't need this training. What a waste of time. I'd rather get stuff done.

You may have smiled or laughed when you read the words above, but I have interviewed learning and development professionals in large companies who have received feedback almost exactly like that from leaders who have attended a training.

For any leader who attends the training with the aforementioned attitude going in, it's unlikely that they are going to be open to the training, much less act on what they learn.

However, if leaders had just received feedback from team members letting them know that their listening skills are perceived as a 3.7 out of 6, it's more likely that they'll be open to the training, particularly if they can connect improving in that area to their own goals.

Focusing On Habit Formation Is The Secret To Lasting Results

The second reason you should have training ready before the survey goes out, and have it focused on meeting just one need, is that instead of being overwhelmed with lots of different things to work on, managers just have one area to work on.

If the training provides just a couple of simple, actionable ideas for improving, it's much more likely that the managers will take some action. And, because the managers are only working on one new leadership behavior at a time, they are much more likely to make that new behavior a habit that sticks.

Imagine a person named Amy is trying to learn how to shoot free throws in basketball, and she works with two different coaches.

The first coach she works with watches her shoot a couple of balls, but doesn't have the expertise to know what changes will provide the biggest impact, and doesn't have much coaching experience.

So, this first coach takes 30 minutes to talk, and he gives Amy 10 suggestions during that time.

"You need more knee bend. Your elbow needs to be under your hand. Your feet need to be pointed at the goal. Etc."

Working with this first coach, how much do you think Amy is going to improve?

The approach of the first coach is very information heavy, and light on implementation, much like most leadership training programs, which is one of the primary reasons 85-90% of leadership training fails to make any lasting impact.

Leadership training is often conducted as a finite “project,” much like typical employee engagement surveys. Training tends to be conducted once or twice a year, and participants attend long sessions ranging from a half-day to multiple days. These training sessions tend to be very focused on delivering information.

After attending these long training sessions, leaders do often walk away with lots of great ideas that they really want to implement.

Unfortunately, when they get back to the office and reality punches them in the face, they get caught up with what seems urgent, and they apply little to nothing of what they learned.

What they do apply often doesn’t stick because when leadership development is viewed as a finite “project,” there isn’t a follow-up plan for helping leaders transform the new behaviors into lasting habits.

The second coach Amy works with takes a different approach, and has the expertise to know what change is going to make the biggest impact.

So, she says to Amy in a few seconds, “Your elbow needs to be under your hand. Please try keeping your elbow under your hand and take 20 shots like that.”

Thanks to the second coach, Amy sees results quickly, which motivates her. And, by focusing on that one, highly-leveraged change before she starts working on the next change, it’s much more likely that the first change will stick.

The approach to leadership training I recommend is to emulate the example of the second coach by focusing on the most important behaviors for inspiring employee engagement, and teaching them in small, digestible bits.

This approach provides supervisors lots of time to act on the information they receive, see results, and form habits that stick.

This is the key to helping people create lasting transformation. People very rarely change much as a result of learning something new, however exciting the new learning is. Lasting transformation occurs gradually over time.

Lasting transformation can be effectively realized when we are provided simple, easy-to-stick-with behaviors to try and held accountable for trying them.

When those behaviors are the ones that make a significant impact, and at least some impact can be seen quickly, it's much more likely that those behaviors will be repeated.

When those behaviors are repeated, they soon become habits that we are very likely to stick with. As more and more of these simple micro-habits develop, significant, lasting changes occur.

Seamless Integration Improves Results

Here's the third reason that this approach of timely, focused, short training is so effective.

With this approach, the managers' work wasn't interrupted for a half-day or full day of training, as it often is with the traditional approach to leadership training. So, when they go back to their workflow, they are much less likely to feel overwhelmed with things they fell behind on.

With the approach recommended here, the manager likely only misses 10 minutes or so, including the time to read the feedback, watch the training, and take the first steps to creating a new habit for improving.

Taking less time out of a manager's workflow is another way to significantly increase the chances that the manager will take action on and stick with what she learned in the training.

How Tightly Synchronizing Training With Feedback - *In and of Itself* - Improves Employee Engagement and Retention

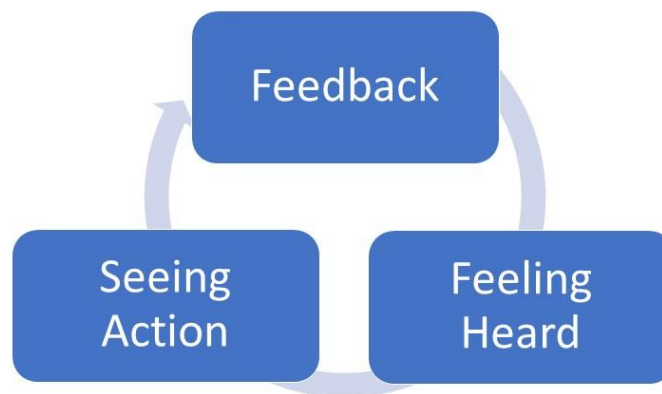
Finally, and perhaps most important, this approach of having quick, focused training ready to go before surveys go out also helps ensure that employees see action being taken on their feedback in a matter of days.

I recommend that each survey is only open for a couple of days or so, and that managers are asked to watch the training within a couple of business days of the survey closing. I also recommend that each manager's direct supervisor hold the manager accountable to taking some action, even if not perfect action, on the feedback and training they receive.

With this approach, instead of the employee engagement feedback process hurting employee engagement, as it usually does, the feedback process in and of itself can actually improve employee engagement.

This approach allows you to build a virtuous cycle of employees sharing feedback, feeling heard, and quickly seeing action taken on their feedback.

Virtuous Cycle



With each cycle of this simple process, employees have more confidence and trust in their managers and in the leadership team.



I cannot stress enough how important it is to quickly respond to feedback with meaningful action.

This not only builds trust. It can, in and of itself, dramatically improve employee engagement and retention.

Research from Gallup has found that engagement is nearly *three times higher* when employees strongly agree with the statement:

"My organization acts upon the results of surveys I complete."

A Game-Changing System for Inspiring Greatness (Employee Engagement)

The process recommended in the first two chapters of this book provides a simple, clear solution to the issues that have resulted in the average level of employee engagement not improving in the last 20 years.

This solution will allow you to quickly improve employee engagement and performance just by how you use surveys in synchronization with leadership development.

If you combine this ability to quickly and meaningfully respond to feedback with leadership training that inspires leaders to act on the most highly-leveraged behaviors for driving high levels of employee engagement, as described in this chapter, you'll be able to scale a sustainable, high-performance culture that makes a bigger impact on the customers you serve, while also making a positive impact on the growth and wellbeing of your team members.

In other words, you'll be able to consistently inspire greatness by helping team members to thrive.

You'll also be able to provide leadership training that is not just a nice perk and another expense.

You'll be able to provide leadership training that is one of the best investments you can make.

A very conservative estimate based on data from Gallup is that for every 5% you improve employee engagement, you'll see a 1% increase in both revenue and profit.

Thus, by offering leadership training with the approach outlined in this book, realizing a 10x return on investment (ROI) in leadership training is a likely *worst-case* scenario.

As an example of what's possible, one of our clients realized more than a 50x ROI in six months following the approach outlined in this book.

Here's a summary of the simple and highly-effective process outlined in the first two chapters:

- 1. Implement a system for frequently reminding leaders that their primary job and top priority is to inspire greatness (engagement) in team members.**
- 2. Identify the needs people have for thriving – being happy, great human beings who do great work – focusing on the universal needs most strongly correlated with employee engagement.**
- 3. Get regular feedback, in small digestible bits, on how well direct supervisors are meeting the needs people have for thriving, focusing on the universal needs most strongly correlated with employee engagement.**
- 4. Accompany feedback to managers with brief training videos that help them immediately act on employee feedback and develop simple, sticky habits for meeting the needs people have for thriving.**

In Part 2 of this book, you'll learn how to build highly-leveraged habits for meeting seven of the universal core needs people have for thriving at work that are most strongly correlated with employee engagement.

In Part 3 of this book, you'll learn how to overcome some of the biggest obstacles to consistently inspiring greatness in your team.

A Special Gift for Readers of This Book

At this point, there's a good chance that you are thinking, *The approach outlined in this book sounds awesome, but it sounds like a lot of work.*

If that's the case, here is some very good news for you.

My team has already created an entire system for executing this simple yet extremely powerful strategy.

And, as a special gift to readers of this book, we'll be happy to give it to you, for free.

That's right, we'll give you our system for free so that you can quickly and sustainably improve employee engagement and retention in your organization.

We'll give you all of the 30+ question sets we use in our surveys.

We'll give you the outlines of the training videos we've created – which help managers quickly respond to feedback with simple new habits that inspire greatness by meeting the 14 universal needs that are most strongly correlated with employee engagement – so you can create your own training videos much, much faster.

We'll also give you a free consultation on how to set it all up and address any questions you have about this approach or our system for executing the approach.

At this point, you may be wondering:

Why on Earth would these people just give away such a valuable system?

That's a great question. The answer has two parts:

1) Our top priority is making an impact and making our vision of the future a reality.

We envision a world in which all leaders and workplace cultures consistently make a positive impact on the growth and wellbeing of team members.

We believe that this would create the conditions for a permanent end to poverty, violence, and other unnecessary suffering in the world.

If you want to apply our system on your own, you'll be helping us realize our vision.

2) We know that some of the people we help for free will decide that instead of building their own program in house, they would rather use the software solution we've built that automates the whole process described in this book, and has – built in – all the surveys, feedback emails, and training videos we've made.

To be clear, we're happy to help either way.

We just want to help your managers to more consistently meet the core needs of employees so that you can dramatically improve employee engagement and retention and realize a sustainable high-performance culture.

If you'd like to learn more about this opportunity, please visit the web page below:

<https://matttenney.com/free-access-to-our-leadership-development-system>

Action Steps for Chapter 2

- 1) Please create a document that lists the 14 universal core needs people have for thriving at work, print it, and keep it near your new job description (you can also download a copy and paste these from a blog article I wrote for *Business Leadership Today* called *How to Improve Employee Engagement Quickly and Sustainably*. Here's the web address: <https://businessleadershiptoday.com/how-to-improve-employee-engagement-quickly-and-sustainably/>
- 2) Please write out a plan for how you'll get feedback on behaviors that address the 14 universal core needs people have for thriving at work (the following chapters will provide many of these behaviors for you).
- 3) Please write out a plan, based on the guidance in this chapter, for how you and/or your leaders will take meaningful action on the feedback you receive from your direct reports within a few days of receiving that feedback.

Are You Interested In Reading the Whole Book?

If you'd like to be among the first to read the rest of this new book when it's published, please click on the link below to preorder the book now.

<https://www.matttenney.com/pre-order-new-book-on-engagement-and-retention/>