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**“It is not necessary to change. Survival is not mandatory.”**

W. Edwards Deming

A WorkQuake™ Playbook

**The Magic Elixir Guaranteed to Increase Post-Pandemic Retention &** **Productivity**

**EMPLOYEE ENGAGEMENT**

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**A WorkQuake™ Playbook**

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**A WorkQuake™ Playbook**

**What is a WorkQuake™**?

**The transition period between an old economy and its replacement economy.**

**The current WorkQuake™ is the transition between the Industrial Economy and the Knowledge Economy.**

**It’s changing the relationships between those who own/manage a business and those Employees who work in those businesses.**

**THE PANDEMIC ACCELERATED THIS TRANSITION AND THERE IS NO TURNING BACK!**

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**Who Am I & Why Should You Listen To Me?**

**I’m:**

* No B.S. Leadership Legacy Coach, coaching leaders at organizations generating between $20 million & $1 billion in annual revenue.
* A "recovering” labor/employment trial lawyer.
* The author of *WorkQuake*™: *Making the Seismic Shift to a Knowledge Based Economy*.
* A Member of the Forbes Coaching Council
* Writer of articles for Forbes.
* A Speaker on Post-Pandemic Leadership.
* A Starbucks addict & A Chicago Bears fanatic.

**My favorite quote:** “Everything that needs to be said has already been said. But since no one was listening, everything must be said again.” Andre Gide

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**My Approach**

I created this eBook because the relationship between those who own and manage the organization and those who create and deliver the organization’s service and products need to be reinvented by recognizing these relationships must be reciprocal if they are to be meaningful and productive.

This means:

1. Every Team Leader must understand the Post-Pandemic expectations of their Team Members are dramatically different than they were in the Pre-Pandemic work environment.
2. Team Leaders need to understand the power of Employee Engagement, when properly applied, to increase organizational productivity and profitability and the retention of Engaged Team Members.
3. Team Leaders must use the concepts outlined in this eBook to turn Unengaged Team Members, at every level of the organization, including the Leadership Level, into Engaged Team Members.

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**“Insanity is doing the same thing over and over and expecting different results.” Albert Einstein**.

**My Perspective**

Pre-Pandemic most workers in the Knowledge Economy were treated like assembly line Industrial Age Workers, required to be in one place to do their work and supervised by Command & Control Managers.

The Pandemic revealed the inequities existing between organizations and which treated their workforce as means of production rather than stakeholders in the organization.

The Pandemic challenged the assumptions about how work could be performed and employees realized they no longer had to accept outdated methods of work and a transactional relationship with their employer. To paraphrase the movie Network, they became “mad as hell and weren’t going to take it anymore.”

This realization created The Great Resignation, where, to date, 48 million employees quit their jobs.

Because of the adverse impact of The Great Resignation, leaders are complaining loudly that their employees are not committed, not motivated and are ready to quit if a slightly better employment offer comes along. And their complaints are all true.

Research shows:

* 40% of the workforce is considering quitting in the next 3-6 months. With 70% of them quitting to escape their Command & Control managers.
* While Unengaged Employees (aka “Quiet Quitters”), comprising 68% of the workforce, are committed to doing just enough work to not get fired.

* And 14% of the workforce is Actively Disengaged, creating, by their negativity and poor work habits, a toxic workplace.

Desperate to retain their employees and attract replacement employees, most organizations have responded to The Great Resignation by increasing pay and benefits. This is a continuation of the Industrial Age mindset that employees are only the means of production and an organization’s relationship with their workforce is solely a monetary transaction.

This approach has proven to be a losing strategy:

* Because bigger paychecks have not created increased retention or greater engagement.
* Increasing pay and benefits is only a temporary fix until the marketplace engages in another round of wage inflation, requiring employers to match the latest increases in compensation/benefits or lose their employees.
* Because it fails to recognize the real reason a majority of employees quit or are not engaged: they continue to be treated as a means of production rather than as valued stakeholders, whose needs must be understood and, where possible, met.

To thrive in the chaotic post- pandemic marketplace requires leaders accept the reality that to retain their Engaged Employees, attract outside talented employees and engage their Unengaged Employees (aka “Quiet Quitters”) they must:

1. Fairly compensate their employees.
2. Not give their employees a non-financial reason to quit by eliminating Command & Control leaders and the toxic Disengaged Employees.
3. Engage their employees by requiring Team Leaders realize Team Members are valued stakeholders in the organization, each with professional and personal needs they want fulfilled by leadership. And to create a professional & personal relationship with each Team Member.

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**What is Employee Engagement?**

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**Employee engagement is a Team Member’s positive state of mind created when a Team Leader knows what the Team Member need, and strives, where possible, to meet those needs by:**

1. Creating a positive work environment so Team Members want to come to work every day.
2. Ensuring each Team Member understands the organization’s Purpose and how their work contributes to the success of the organization in meeting that Purpose.
3. Making sure each Team Member has a clear understanding about their role on the Team and has sufficient autonomy to perform their role.
4. Providing each Team Member with the opportunity to develop.
5. Creating a strong professional/personal connection with each Team Member and encouraging the creation of strong connections with other Team Members.

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**The Key Drivers of Employee Engagement**

**Purpose/Belonging:** Being a part of something larger than self.

**Job satisfaction:** Feeling personal accomplishment from performing duties well.

**Autonomy**: Freedom to decide how to perform tasks within established boundaries.

**Opportunities for advancement:** [Professional development](https://www.togetherplatform.com/use-cases/employee-engagement) and career growth.

**Training & Development:** Opportunities to learn different skills.

**Appreciation**: Recognition for good performance.

**Accountability & Feedback:** Responsibility for results achieved & feedback on performance.

**Work-Life balance:** Having input in decisions affecting work and personal life.

**Fairness:** Rewarded on merit not favoritism.

**Compensation/Benefits**: Appropriate financial and non-financial rewards.

**Leader Availability**: Team Leader connected with Team Members.

**Respect**: Receiving respect from Team Leader & Team Members.

**Safety: Working in a physical and psychologically safe, non-toxic environment.**

**Support:** Help and support from the Team Leader and Team Members.

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**Yes, Money Matters!**

The Rules for money to matter for Engagement:

1. **Engaged/Committed Team Members:** Pay more than market value (and never make them have to ask for what they are worth and deserve!).

2. **Unengaged/Quiet Quitters:** Pay market value (with the offer of more when they become Engaged/Committed Team Members).

3. **Actively Disengaged/The Working Dead:** Pay less than market value (and why are they still employed?).

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**Why is Employee Engagement Important to the Success of an Organization?**

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**Employee Engagement - an emotional commitment to the success of the organization - is a direct link to an organization’s success.**

**The Benefits of Employee Engagement**

### Increased Profitability: Engaged Teams generate **21% greater profitability.**

### Increased Productivity: Engaged Team Members have higher levels of job satisfaction, leading to a **17% increase in job performance.**

### Increased Sales: Organizations with a majority of engaged Team Members average a [20% increase in sales](https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx) over other organizations.

**Improved Customer Service:** Organizations with a majority of engaged Team Members retain **80% of their customers because of an increased level of customer care.**

### Reduced Absenteeism: Organizations with a majority of engaged Team Members have [41%](https://www.gallup.com/workplace/236366/right-culture-not-employee-satisfaction.aspx) lower absenteeism over other organizations.

### Increased Team Member Safety: Organizations with a majority of engaged Team Members have 70% fewer safety incidents than other organizations.

### Higher Retention Rate: Engaged Team Members are [**87% less likely to leave their organization.**](https://cdn2.hubspot.net/hubfs/14029/pdf/Divvy-Enterprise-Engagement.pdf?t=1501228149013)

### Lower Turnover: Organizations with engaged Team Members have a **31% lower turnover rate.**

## ROI on Employee Engagement: An **increase** **of .01%** in overall employee **engagement** is **worth $100,000 to an organization**.

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**What is The Current State of Employee Engagement?**

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**Gallup’s 2022 Employee Engagement Survey**

After employers spent more than $100 billion in 2022 to increase employee engagement, Gallup’s 2022 Employee Engagement Survey reveals the level of employee engagement remains anemic.

**The Post-Pandemic Workforce Is Comprised of:**

**1. Engaged Employees (35%)**

(aka **“Committed Team Members”** \* who are connected to the success of their organization).

1. **Unengaged Employees (51%)**

**(**aka “**Reluctant Contributors”\*** “Quiet Quitters”, who are psychologically detached from their job and only do enough work to not get fired).

1. **Actively Disengaged Employees (14%)**

**(aka “The Working Dead”\*** who create a toxic work environment by spreading their dissatisfaction to everyone on their Team, to anyone else in the organization they come in contact with and to the organization’s customers).

**\*Names I use to describe these groups more accurately.**

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**What Do the Low Levels of Employee Engagement Cost Organizations?**

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**Increased Quitting & Lower Levels of Productivity**

If Team Leaders are not interacting with their Team Members in ways that engage them by using the Key Drivers that makes them feel satisfied, valued and appreciated for the work they perform, Team Members are more likely to leave, be less productive than they could otherwise be (Unengaged/Quiet Quitters) or create a toxic work environment (Actively Disengaged/The Working Dead).

The organizational cost of having unengaged Team Members is staggering:

* **Reduced Retention:** Most employers believe the primary reason employees have quit during The Great Resignation is for better compensation. But even though money does matter, the primary reason 72% of employees left their organization was because they did not feel valued by their manager.
* **Lack of Productivity:** Because unengaged employees only do enough work to keep from being fired (Quiet Quitters), they do not produce **discretionary effort** — the gap between what they are giving and what they can give. This lack of discretionary effort cost companies **$350 billion** in lost productivity each year or $3,400.00 for every $10,000 in annual compensation.

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**What Causes Low Employee Engagement?**

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**Gallup’s State of Managers Survey**

Every work day every Team Member decides:

1. Are they only going to do the minimum amount of work necessary to do their job – be a Quiet Quitter?
2. Or are they going to put in the discretionary effort that makes them a Member of a High-Performance Work Team that cares about the job?

And the follow-up question for every organization should be, considering the benefits of high employee engagement, the cost of low employee engagement and how much money organizations spend on attempting to increase employee engagement, **why does 65% of the organization’s work force decide to remain unengaged, only doing the minimum amount of work necessary so they don’t get fired, and cost their organization lost productivity and profit?**

And the answer to this very important question is provided by

**Gallup’s State of the** **Managers’ Survey:**

1. **Engaged Team Leaders (35%)**
2. **Unengaged Team Leaders (52%)**
3. **Actively Disengaged Team Leaders (14%)**

**Which, unfortunately, mirrors the same level of engagement/lack of engagement as Gallup’s 2022 Survey of the Post -Pandemic Work Force.**

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**The Impact of Team Leaders on Employee Engagement & Retention**

Because Team Leaders are responsible for employee engagement, they are the ones responsible for retention and productivity.

As the Gallup Surveys establish, there is a direct link between Engaged Team Leaders and the performance and retention of Engaged Team Members and Unengaged Team Leaders and the lack of performance and retention of Unengaged Team Members:

**Retention:**

1. Because an Engaged Team Leader has a positive relationship with Team Members, it takes at least a 20% increase in compensation for a Team Member to take a job with another organization.
2. When a Team Leader is Unengaged, and has a negative relationship with Team Members, they will take a job with another organization even if there is 0% increase in compensation.

**Discretionary Effort:**

1. Only 20% of Team Members with Unengaged Team Leaders are willing to give discretionary effort. However, 62% of Team Members with an Engaged Team Leader are willing to give discretionary effort.
2. A Team Member’s decision to give discretionary effort is 43% emotional. 70% of this emotional element is connected to the relationship the Team Member has with the Team Leader.
3. Engaged Team Leaders persuades Team Members to give discretionary effort by using The 3 A’s: Attraction, Attention & Appreciation.

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**The 3 Post-Pandemic Secrets of Employee Retention & Engagement:**

**Attraction, Attention & Appreciation**

Effective Team Leaders increase retention, and improve productivity by engaging Team Members so they exceed expectations through discretionary effort using The 3 A’s.

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**Why Are the 3 A’s So Important for Employee Engagement?**

1. The number one reason Team Members quit is they don’t feel appreciated.
2. Organizations with effective recognition programs have 31% lower turnover.
3. Team Members who are thanked in the last 30 days are 50% less likely to look for a new job.
4. 66% of Team Members don’t believe they receive enough appreciation for the work they do.
5. 69% of Team Members would work harder if their Team Leader appreciated their efforts more.
6. 73% of Team Members feel valued & have a higher level of commitmentwhen their work is recognized by their Team Leaders.
7. Recognizing Team Members for a job well done is one of the easiest (and least expensive) ways to motivate them.
8. Team Leaders incorrectly assume Team Members *know* how they feel about them.

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**The 1st Secret to Increased Engagement: Attraction**

**To attract Committed High Performers to the Team, and retain them, the Team Leader must have these traits:**

1. **A positive mindset.**
2. **Be authentic.**
3. **Be ethical.**
4. **Be trustworthy.**
5. **Be competent.**
6. **Generosity.**
7. **Empathy.**
8. **Compassion.**
9. **Be able to create psychological safety.**
10. **A sense of humor.**

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**The 2nd Secret to Increased Engagement: Attention**

**To keep Committed High Performing Team Members engaged and productive, Team Leaders must:**

1. **Be a Positive Energizer in every interaction.**
2. **Be present in the moment, giving full attention to a Team Member in every interaction.**
3. **Be perpetually curious.**
4. **Regularly recognize Team Members for their accomplishments.**
5. **Provide meaningful & regular feedback.**
6. **Celebrate small & large wins.**
7. **Do not make Team Members have to ask for what they have earned & deserve.**

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**The 3rd Secret to Increased Engagement: Appreciation**

**To keep Committed High Performing Team Members engaged and productive, Team Leaders must:**

1. **Give sincere, timely & relevant expressions of appreciation.**
2. **Show gratitude & give thanks & praise for a Team Member’s specific accomplishment that has a positive impact on the Team.**
3. **Express appreciation publicly (in Team Meetings) & privately (texts, emails & handwritten notes).**

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**The Roadblocks to Implementing the 3 A’s as the Strategy to Increase Retention & Discretionary Effort**

Leaders are reluctant to:

1. Step outside their Comfort Zone and change how they interact with Team Members.

2. Learn new leadership skills.

3. Find the time to interact on a Professional & Personal level.

4. Remove The Working Dead from the Team.

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**Addition by Subtraction**

**Eliminating The Actively Disengaged Team Leaders & Team Members**

**aka “The Working Dead”**

Unfortunately, many organizations, because of how difficult it is to find replacement employees, are continuing to employing employees they would have terminated in the past.

These Team Leaders and Team Members are the “Actively Disengaged” (aka “The Working Dead”). They comprise 14% of the workforce and each one costs a Team at least $25,000.00 annually by hindering productivity and reducing Team morale.

Because they exude negative energy, and negative energy is contagious, one or two of The Working Dead, especially a Working Dead Team Leader, can infect the remaining 86% of the workforce with their toxic attitude and poor work habits, turning a healthy work environment into one filled with friction, drama, tension, anxiety, stress and hostility.Enter your email to sign up for the Stress, but less newsletter.

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Allowing any of The Working Dead, at any level of the organization, to remain because of the fear they can’t be replaced does long term damage to the culture of the organization. It also causes the Engaged Employees, who are committed to the success of the organization, to either become less committed or leave out of frustration with the organization’s failure to do the right thing for the organization.

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Rather than allowing The Working Dead to remain, the organization’s engaged leadership’s obligation to the organization, and each Team withing the organization, is to identify and terminate The Working Dead at every level of the organization.

Because 14% of Team Leaders are disengaged, this process of subtraction must start with The Working Dead Team Leaders.

Terminating The Working Dead Team Leaders sends a positive message to the remainder of the workforce that the organization’s culture will no longer support or retain those employees, at any level of the organization, who are actively disengaged and creating a toxic work environment.

Within 90 days after an engaged Team Leader has assumed leadership of the Team, they must complete an assessment of every Team Member to determine who, if anyone, is one of The Working Dead and then terminate them (**BTW**: all the Team’s Members already know who they are).

This overdue action will have a positive effect on the entire Team by:

* 1. Improving the morale of Engaged Team Members (they have been wondering why it has taken so long)
  2. Stopping the conversation of Unengaged Team Members to the ranks of The Working Dead.

While Team Leaders may fear adding work to the Team by terminating The Working Dead, the reality is the Team is already doing this work, covering up for The Working Dead’s lack of productivity.

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**The Importance of Motivation for Employee Engagement**

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**The Team Leader’s Role**

The opportunity to create and maintain a Committed Work Team rest solely with the Team Leader, who uses **Personal Power** toinfluence Team Members to do things because they WANT to or **Position Power** to influence Team Members to do things because they HAVE to.

How the Team Leader leads and directs the Team determines whether it can become and remain a High Performance Work Team.

To do this in the Post-Pandemic work environment, the Team Leader cannot just tell Team Members what to do and expect them to do it.

A successful Team Leader must use the power of motivation - recognition, praise, appreciation, opportunity for growth, challenge, meaningful work job satisfaction, progress in accomplishing individual and Team goals - to convince Team Members to become committed to the Team and give the discretionary effort necessary so the job is done as effectively and efficiently as possible.

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**The Importance of Team Member Motivation**

**Motivation is what it takes for the Team Member to work towards achieving the Team’s goal.**

* **80%** of Team Members could perform significantly better if they wanted to.
* **50%** of Team Members only put enough effort into their work to keep their job.H
* A motivated High-Performance Work Team will experience **increased productivity, lower absenteeism** and **lower turnover**
* Team Leaders need to understand what motivates each Team Member by **asking** **them what they need and, if possible, finding a way to give it to them or to enable them to earn it.**

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**All Employees Are Motivated!**

**Some are just not motivated to do what the Team Leader needs them to do.**

* A Team Member’s level of performance is determined by their abilities - skills & experience – and what motivates them.
* Every Team Member is different and has different motivators.
* High-Performance Work Teams are based on motivated Team Members giving discretionary effort to get the job done as efficiently and effectively as possible.
* Discretionary effort is the results of positive motivation from the Team Leader.

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**There Are Two Main Types of Motivation**

1. **Extrinsic motivation** uses external factors – money/benefits, time off, the threat of job loss - to motivate Team Members to do what the Team Leader wants. While money may initially attract and retain employees, it seldom motivates them to give consistent discretionary effort. Money does have an impact on performance, but only on work that is routine in nature - i.e. production line work -, where there is a direct connection between the amount of work produced and the amount of money paid for the work produced.
2. **Intrinsic motivation** is internal. It's having a personal desire to overcome a challenge, to produce high-quality work, or to interact with Team Members and a Team Leader who is liked and trusted. Intrinsically motivated Team Members get satisfaction and enjoyment from the work they do. If there is no satisfaction, there is only motivation to do enough to collect a paycheck and they will become Quiet Quitters or just Quitters.

Only by knowing their Team Members’ needs can a Team Leader determine what will motivate them, and create a mixture of extrinsic and intrinsic motivators, so they are motivated to give discretionary effort and create a High-Performance Work Team.

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**There two fundamental beliefs about motivation: Theory X and Theory Y**

A Team Leader’s leadership style is influenced by what they believe motivates their Team Members.

**Theory X Managers believe:**

* Employees don’t want to work & will avoid work whenever possible.
* Employees must be controlled, directed, & threatened with punishment to get them to work.
* Employees want to be directed, do not want responsibility, & have no ambition.

**Theory X Managers attempt to force Employees to be productive thorough coercion and control.**

**Theory Y Leaders believe:**

* Team Members are not lazy & want to work.
* Team Members exercise self-direction if they “buy in” to the task.
* Team Members will accept and seek responsibility.
* Team Members have creativity, knowledge and insight and can use these abilities to solve an organizational problem.
* Team Members have untapped Performance Potential.

**A Theory Y Leader's role is to develop the Performance Potential in Team Members and help create Continual Operational Performance Improvement for the organization.**

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**A WorkQuake ™ Playbook**

**How to Improve Performance Through Motivation**

* **Set Clear Expectations of Job Duties & Priorities.** Start with the Job Description.
* **Establish “Line of Sight” between the Team Member’s Performance Goals & the Company’s Goals.**
* **Identify the Team Member’s Strength & Weaknesses.**
* **Create a Performance Improvement Plan with the Team Member.** Buy-in = Greater Chance of Success!
* **Help Team Members overcome their Weaknesses with necessary Training & adequate Resources.**
* **Track & Measure Progress.** What get Measured Gets Done.
* **Give Clear & Consistent Feedback.** It should be a dialogue.
* **Handle Performance Problems Quickly & Effectively.**

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**A WorkQuake ™ Playbook**

**How to Give Praise As Motivation**

**Praise with Purpose:** The purpose of praise is to increase Employee morale and productivity, not to get Employees to like you.   
  
**Target your Praise:** Target your praise to specific accomplishments. Praise helps reward the Employee for hard work, and increases the chance they will continue to work hard. Asking an Employee for their input or feedback is another way to praise.   
  
**Believe your Praise**: In order for praise to work you need to be sincere and honest about it. Employees know phony praise, causing you to lose your credibility and the ability to motivate them with praise.   
  
**Praise in Proportion**: Praising an Employee too frequently waters down the effectiveness of your praise; on the other hand, praising too little is ineffective. At a minimum praise each Employee once a month. Certain Employees require more praise than other Employees.

**Praise in Public:** If it does not embarrass the Employee, a public method of praise is helpful to improve the morale of all the employee.

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**My Perspective Deux**

**Working Well: Paul Glover, The No B.S. Workplace Legacy Coach On How Companies Are Creating Cultures That Support & Sustain Mental, Emotional, Social, Physical & Financial Wellness**

An Interview with Karen Mangia

*The pandemic pause brought us to a moment of collective reckoning about what it means to live well and to work well.  As a result, employees are sending employers an urgent signal that they are no longer willing to choose one - life or work - at the cost of the other.  Working from home brought life literally into our work.  And as the world now goes hybrid, employees are drawing firmer boundaries about how much of their work comes into their life.  Where does this leave employers?  And which perspectives and programs contribute most to progress?  In our newest interview series, Working Well: How Companies Are Creating Cultures That Support & Sustain Mental, Emotional, Social, Physical & Financial Wellness, we are talking to successful executives, entrepreneurs, managers, leaders, and thought leaders across all industries to share ideas about how to shift company cultures in light of this new expectation. We’re discovering strategies and steps employers and employees can take together to live well and to work well.*

*As a part of this series, we had the pleasure of interviewing* ***Paul Glover.***

[**Harvard Business Review predicts**](https://hbr.org/2022/01/11-trends-that-will-shape-work-in-2022-and-beyond) **wellness will become the newest metric employers will use to analyze and to assess their employees’ mental, physical and financial health.  How do you define wellness?**

Before the pandemic, most organizations defined their employees’ well-being as the need for basic healthcare for employees and their families. If they responded to the employees’ and their families’ need for assistance in the areas of mental, physical or financial health, they would provide support through an established Employee Assistance Program.

Post-pandemic, the organizations I’m advising, are defining employee wellness in the context of creating sustainable employees.

This means recognizing employees have a personal life that is inevitably integrated with their work life. This integration impacts – both positively and negatively – an employee’s ability to be productive in the work environment, whether that work environment is onsite or remote.

Based on the recognition that the needs of employees extend outside the work environment, these employers are engaging with the employee holistically by creating outreach programs, seeking to understand the needs of the employee’s family and community and determining how they can best respond to those needs.

**Based on your experience or research, how do you correlate and quantify the impact of a well workforce on an organization’s productivity and profitability?**

Increasing employee well- being is recognized as a fundamental way to increase employee satisfaction, engagement, commitment, and retention. These elements, which are provided exclusively by the individual members of the work force, are directly connected, and provide the basis for increasing productivity and profit.

**Even though most leaders have good intentions when it comes to employee wellness, programs that require funding are beholden to business cases like any other initiative.** [**The World Health Organization estimates**](https://www.who.int/teams/mental-health-and-substance-use/promotion-prevention/mental-health-in-the-workplace) **for every $1 invested into treatment for common mental health disorders, there is a return of $4 in improved health and productivity.  That sounds like a great ROI.  And, yet many employers struggle to fund wellness programs that seem to come “at the cost of the business.”  What advice do you have to offer to organizations and leaders who feel stuck between intention and impact?**

They need to look at the rate of engagement of their workforce. According to the 2021 Gallup Employee Engagement Survey, only 35% of the workforce is engaged, while 17% are actively disengaged – I’ve termed them The Working Dead – and they contribute to creating a toxic work environment. The Great Resignation has made it clear that ignoring employees’ well-being is no longer an option if an organization wants to attract and retain its talent, increase employee engagement and enjoy the attendant benefits of increased productivity, retention and profit.

**Speaking of money matters,** [**a recent Gallup study reveals**](https://www.gallup.com/workplace/352952/employees-wellbeing-job-leave-find.aspx) **employees of all generations rank wellbeing as one of their top three employer search criteria.  How are you advising your clients to incorporate wellness programs into their talent recruitment and hiring processes?**

Post-pandemic, wellness programs have become an important element of employee recruitment efforts. Employees looking for a new employment opportunity want supportive employers, who demonstrate they care about their employees holistically. To demonstrate the employer has this perspective, and differentiate themselves from the competition, the companies I consult with on work environment wellness provide robust health care coverage, including dental and eye care, physical health initiatives (i.e. gym membership and nutrition classes), and mental and well-being programs (i.e. financial counseling, mental health days off to recharge in addition to sick days, community outreach programs, family counselling, providing healthy foods at work).

These care and well-being programs, are placed on the company’s career page, and illustrate an employee centric culture, showing job seekers the company really does care about their employees’ health and their well-being.

Employees are encouraged to be the company’s ambassadors and post on the company’s social media platforms – Facebook, LinkedIn, Twitter, Instagram, TikTok – their engagement, where appropriate, in the company’s health and fitness programs and community outreach programs. These employee testimonials, illustrating the company’s commitment to employees’ health and well-being, provide invaluable support to the company’s recruitment program.

In addition, by supporting employee wellness and providing robust well-being programs, companies create employee advocates who, because they believe their employer care about their health and well-being, are 28% more likely to recommend their company to job seekers – the best way to recruit new employees.

And, if employees are not participating in the company’s recruitment efforts, it’s time to evaluate whether the company’s commitment to employees’ health and well-being is as robust as it should be.

**How are you reskilling leaders in your organization to support a “Work Well” culture?** Requiring leaders to accept and support a well-being culture begins with understanding the value such a culture will bring to the organization: an increase in employee engagement, performance and retention that can result in a 21% increase in profitability. Since Empathetic Leadership represent a departure from the way most leaders were taught to interact with their Team Members, how to blend the professional aspects of their leadership role with the personal interaction their team members need requires training in Authentic Communication, Empathetic Listening and Being Perpetually Curious.

**Ideas take time to implement. What is one small step every individual, team or organization can take to get started on these ideas - to get well?**Getting and giving recognition at work is something all employees crave. Creating a Weekly Recognition Program that everyone in the organization, at every level, can participate in, will make employees feel acknowledged for who they are and what they do, which empowers them and creates a sense of well-being.

**What are your “Top 5 Trends Too Track In the Future of Workplace Wellness?” (Please share a story or example for each.)**

1. **The Creation of a Corporate Social Responsibility Program and Culture that Supports a Sustainable Workforce:** While it’s important for the organization to be socially accountable for the impact it has on the environment, it’s more important for the organization to provide the time, energy and resources necessary to make developing a Sustainable Workforce an organizational priority.

A Sustainable Workforce is created and sustained by employment practices that link the employee’s well-being to the employee’s employment experiences. This can only be accomplished when the organization realizes its employees are no longer replaceable parts, but are equal stakeholders in the capitalistic enterprise. Only then can the organization create a Culture of Employee Well Being, enabling employees to get the help they need in the way that they feel most comfortable, based on each employee's specific needs (i.e. financial well-being, physical well-being, psychological well-being, professional well-being, stress reduction, training and developing, re-skilling and up-skilling), that provides the assistance necessary for each employee to become a Sustainable Employee - a High Performer, committed to the organization and its mission for the long term. This means creating and maintaining a work environment that

When the organization has made this commitment to create a Sustainable Workforce, based on answering the question “How can we take the best physical and mental care of our employees?”, it reaps the benefits of increased employee engagement, higher retention, increased productivity and profits, which, ultimately, benefits all other stakeholders of the organization.

1. **Replacing Theory X Managers with Empathetic Leaders:** These statistics illustrate that workplace stress is having the greatest negative impact on employee well-being and reduces employee engagement and retention:

* 83% of US workers suffer from work-related stress.
* 50% of workers are not engaged at work because of stress.
* 63% of workers are ready to quit their jobs as a result of workplace stress.

Because of the negative impact post-pandemic work place stress is having on employee engagement, most leaders acknowledge that empathy — the capacity to be sensitive, sympathetic, and responsive to what employees are feeling — has become a necessary leadership trait. However, while company leaders say they value empathy, only [68%](https://cdn2.hubspot.net/hubfs/378546/2020-empathy-special-report-what-leaders-dont-know/businessolver-empathy-ceo-special-report.pdf) believe their company’s managers are empathetic. This belief by leaders that a significant number of their managers lack the empathy needed to create an organizational culture promoting employee well-being is supported by their own employees who, when surveyed, reveal:

* Only 48% believe their organization's level of empathy sufficient.
* 35% identify their immediate manager as their main source of workplace stress.
* 50% said their managers don’t acknowledge stress or burnout.
* Only 44% encourage talking about work frustrations.
* Only 40% of employees who suffer from stress have talked to their manager about it.
* When they ask for help with workplace stress, only 40% are offered help by their managers.
* Only 37% think their managers care about their work-life balance.

This dismal lack of empathy and commitment to creating a culture that understands the importance of employee wellbeing to the success of the organization confirms that many organizations continue to employ Theory X managers. Theory X managers believe employees are lazy, dislike work, need constant direction or supervision, and have to be forced or threatened before they will work. Because 70% of employee engagement is determined by the relationship between the employee and their manager, the Theory X manager, because of the Pygmalion effect, actually reduces employee engagement and productivity and increases workplace stress.

The proof about the negative impact Theory X managers have on employee wellbeing, engagement, performance and retention, supports the realization that, to create a culture of employee well-being requires the immediate replacement of Theory X managers with Empathetic Team Leaders.

Empathetic Team Leaders show concern for the well-being of their employees and encourage them to discuss why they are experiencing high levels of work stress. Once those reasons are revealed and understood, Empathetic Leaders ensures the employees gets the organizational support necessary to alleviate as much of their stress as possible. This interaction by Empathetic Team Leaders creates a positive employee-employer relationship to replace the transactional one that existed between the employee and the Theory X manager. Over time, this positive relationship, based on an ongoing commitment to the employees’ well-being, generates 21% greater profitability because of the increased level of employee engagement.

1. **The Creation of Customized Radical Work Flexibility for All Employees:** The pandemicforced employers to recognize that 40% of their workforce, employed as Knowledge Workers, could work effectively and productivity without being in the workplace. It also revealed how important work flexibility is, not just to Knowledge Employees, but to all employees and how it positively impacts performance, retention and employee well-being.

Because of this, radical work flexibilityis not only an essential element of employee well-being but also a business imperative required, to not only increase employee engagement and retention, but to attract talent to the organization. Employers, while maintaining the ability to get work done, need to offer customized radical flexibility to its employees, whether they be salaried or hourly paid, or white collar, blue collar or grey collar.

Customized radical flexibility recognizes work is an integrated part of an employee’s life. Rather than trying to separate work from how an employee wants or needs to live their life, both the employer and the employee accept that work-life balance can creatively be structured so the employee’s work obligation and non-work obligations can both me met.

Some examples of customized radical flexibility programs are total remote work, part-time remote work (working at home and on-site), alternative shifts or schedules (weekends or evenings), split-shifts, compressed workweeks (four ten-hour days), fluctuating workweeks (fifty hours one week and thirty-five the next week), part-time work and job-sharing.

Where this type of work scheduling was difficult to manage, technology now exists that allows employees to self-schedule, meeting both the needs of the company to have qualified employees doing the required work, and the needs of employees to be able to live a more fulfilled life.

Examples of companies committed to creating more employee work flexibility are Amazon, which allows its [warehouse and delivery](https://hiring.amazon.com/search/anytime-shift-jobs#/) personnel to cancel a shift within 16 hours before it begins or to swap shifts with other employees at the last minute; Starbucks is testing a “[shifts app](https://stories.starbucks.com/press/2021/starbucks-makes-historic-investments-in-its-partners/)”, that makes it easier for employees to work available shifts to meet their personal needs; and the consulting firm Robert Half, which allows its staff to set their own hours.

1. **The Creation of Employees’ Financial Well-Being Programs:** The results of the “[Death of the Traditional Pay Check](https://www.kronos.com/about-us/newsroom/death-traditional-pay-check-us-workers-want-faster-access-wages-finds-workforce-institute-kronos-survey)” survey, conducted by The Harris Poll, reveal the necessity for companies to develop programs that support an employee’s financial well-being:

* Financial well-being starts with an employer paying all its employees a livable and fair wage that allows an acceptable standard of living, reflecting the true costs of living in the employee’s community.
* [78% of U.S. employees](https://www.forbes.com/sites/zackfriedman/2019/01/11/live-paycheck-to-paycheck-government-shutdown/#4f3f7dd44f10) are living paycheck to paycheck. Fifty-eight percent of these employees are stressed about their finances and 50% say finances are a major stressor in their lives, that creates a distraction at work and has a significant impact on their workplace performance.

* 74% of employees would prefer to work for an employer offering financial planning, budgeting and automated savings tools over one that doesn’t.
* Only 6% of employees are currently paid on-demand, but 66% of employees want early access to earned wages to cover bills and emergency expenses, such as a car repair.
* 57% of employees would work harder and stay longer at a company that offers on-demand pay.
* 80% of US employees spend anywhere from 12 to 20 hours per month thinking about financial worries.

Based on this expressed need of a majority of employees, employers need to create, as an important part of supporting their employees’ holistic well-being, a financial wellness program that addresses and reduces an employee’s financial worries.

This financial wellness program should include on-demand pay, financial education (i.e. teaching employees how to manage their money, how to build and repair their credit, setting financial goals and creating realistic spending behaviors) to help employees develop a realistic relationship with their money, and financial counseling about debt consultation, student loan counseling, bankruptcy counseling and other financial situations employees are faced with.

The benefit to the employer from having a well-rounded financial well-being program, as part of the overall employee well-being plan, is that the more positive the impact the employer can have on their employees’ financial well-being, the more employees [feel supported](https://www.weforum.org/agenda/2018/08/why-being-paid-more-often-not-just-more-will-help-hourly-workers/) by their employer, which increases engagement and retention and attracts talent to the organization.

1. **Increased Self-Care for Leaders**: Research establishes sleep, diet, exercise and breaks promote health and well-being and can increase a leader’s overall productivity, effectiveness and empathy while reducing stress. Self-care is integral to how leaders lead because it helps them function at their best. Yet leaders view overwork as a badge of honor and ignore self-care for fear they will be seen as weak or vulnerable. This attitude has to stop if the organization is truly serious about creating a culture of well-being.

Organizational culture takes its cues from the organization’s leadership. If the organization is promoting self-care and well-being, but if the leadership isn't role modeling behaviors that support self-care and well-being then the organization will only give lip service to these concepts.

Leaders, by role modeling self-care and setting healthy examples (i.e. discouraging long hours), give others permission to take care of themselves also. When leaders want to become the [best version of themself](https://hbr.org/2020/08/take-ownership-of-your-future-self) - and inspire others to do the same - need to begin, through both words and actions, to engage in their own self-care and their team and the entire organization will follow their lead.

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**What is your greatest source of optimism about the future of workplace wellness?**

There is much conversation about the opportunity the pandemic has given employers to create a new “normal”, based a new set of progressive ideas that would recognize the fact the current relationship between those who own and manage the organization and those who create and deliver the organization’s service and products is frayed and outdated and, for the sake of the future growth and wellbeing of the organization and its stakeholders, need to be revitalized by recognizing these relationships must be reciprocal if they are to be meaningful and productive

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**CONCLUSION**

Leaders have a choice to make.

They can choose to do the right thing and recognize their employees as the organization’s most important stakeholders. This was the choice the Business Roundtable, representing 500+ of the largest American corporations, made in 2019, when it recognized employees as stakeholders in the organization, when it issued a “[statement](https://system.businessroundtable.org/app/uploads/sites/5/2021/02/BRT-Statement-on-the-Purpose-of-a-Corporation-Feburary-2021-compressed.pdf) on the purpose of a corporation.” This statement includes a [commitment](https://opportunity.businessroundtable.org/employees/) to value employees and “understand the importance of investing in their health and well-being by providing support during both good and difficult times.”

Or leaders can continue to hope for a return to the Pre-Pandemic work environment, where employees were more docile and accepting of whatever the employer decided was good for them. But the pandemic revealed to employees that they deserve, because of their contribution to their company’s success, to be recognized as valued stakeholders whose input must be heard and whose professional and personal needs must be met.

And, regardless of the desire of those leaders, that genie will not be put back in the bottle.

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**Appendix**

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**A WorkQuake ™ Playbook**

**20 Qualities of an Engaged Team Leader**

1. They behave ethically.
2. They model appropriate behavior.
3. They are competent.
4. They have a compelling vision.
5. They are good communicators.
6. They are great listeners.
7. They are results-oriented.
8. They create clear expectations and accountability.
9. They give honest feedback about performance.
10. They are strong decision makers who explain why they made a decision.
11. They manage conflict.
12. They lead positive change.
13. They build trusting relationships through psychological safety.
14. They are good coaches.
15. They empower Team Members.
16. They do not micromanage.
17. They motivate every Team Member to act.
18. They overcome adversity and resistance.
19. They share information.
20. They encourage training and career development.

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**A WorkQuake ™ Playbook**

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**The Three A’s Action Plan**

Within the next 30 days I will take the following action in each of these three areas:

**Attraction:** \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Attention:**

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**Appreciation:**

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Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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**How to Give Effective Work Praise**

* **Praise with Purpose:** The purpose of praise is to increase a Team Member’s morale and productivity. The purpose is not to get Team Members to like you nor is it a compliment.
* **Target your Praise:** Target your praise to specific accomplishments, and not to general work. Praise rewards the Team Member for hard work, and increases the chance they will continue to work hard. Asking a Team Member for their input or feedback is another way to target your praise. When asking for their advice, you are praising their intelligence.
* **Believe your Praise**: In order for praise to work you need to be sincere and honest about it. A Team Member can easily pick up phony praise, causing you to lose your credibility and the ability to motivate them in the future with praise.
* **Praise in Proportion**: Praising a Team Member too frequently weakens the effectiveness of your praise, while praising too little is also ineffective. At a minimum, praise each Team Member once a month. Some Team Members may require more praise than others.
* **Praise in Public:** If it does not embarrass the Team Member, a public method of praise is helpful to improve the morale of all Team Members.

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**Motivation Quiz**

**# 1**:I can motivate Team Members. \_\_\_\_ Yes \_\_\_\_ No

**# 2:** Money is a good long-term motivator. \_\_\_\_ Yes \_\_\_\_ No

**# 3:** Benefits, vacation & salary are good motivators. \_\_\_\_ Yes \_\_\_\_ No

**# 4:** Items like free pizza every Friday afternoon are good motivators. \_\_\_\_ Yes \_\_\_\_ No

**# 5:** Fear is a damn good long-term motivator. \_\_\_\_ Yes

No \_\_\_\_\_  
 **# 6:** Answering each Team Member’s Question “What Is In It For Me?” is the first step in developing a Motivation Program. \_\_\_\_ Yes \_\_\_\_ No.

**# 7:** Most of my Team Members are performing their job duties as well as they can. \_\_\_\_ Yes \_\_\_\_ No.

**# 8:** Motivating Team Members is an ongoing process, not a one-time task. \_\_\_\_ Yes \_\_\_\_ No.

**# 9:** The best motivational program for our Team Members is a “one-size-fits-all” approach. \_\_\_\_ Yes \_\_\_\_ No.

**# 10:** A successful Motivation Program will increase productivity, help retain existing Team Members and attract new talent. \_\_\_\_ Yes \_\_\_\_ No.

**# 11:** I know what motivates me, so I know what motivates my Team Members. \_\_\_\_ Yes \_\_\_\_ No.

**# 12:** Because of his position, the President of the Company is the Team Members’ primary motivator. \_\_\_\_ Yes \_\_\_\_ No.

**# 13:** Celebrating achievements does not motivate Team Members. \_\_\_ Yes \_\_ No.

**# 14:** The Company’s success is based on its ability to turn out a quality product. That has very little to do with properly motivated Team Members. \_\_\_ Yes \_\_\_\_ No.

**# 15:** Motivating Team Members starts with motivating myself. \_\_\_\_ Yes \_\_\_\_ No.

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**I Need to Motivate…**

1. **Team Member’s Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
2. **Why do I need to motivate them?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
3. **What do they need?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**
4. **How can I give it to them?: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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**A WorkQuake ™ Playbook**

**10 Rules for an Effective Recognition Program**

A successful Team Member Recognition Program is directly related to creating higher Team Member engagement.

**Rule # 1:** Recognition should only be given when a Team Member has earned it by going “Above & Beyond” in performance of their job duties.

**Rule # 2:** Insincere recognition is worse than no recognition at all.

**Rule # 3:** The Recognition Program must be fair.

**Rule # 4:** The Recognition Program must be consistent.

**Rule # 5:** The best Recognition Programs are based on Peer-to-Peer nominations for recognition.

**Rule # 6:** The Recognition Program must be actively communicated to

Team Members.

**Rule # 7:** Both monetary and non-monetary recognition should be considered as rewards in the Recognition Program.

**Rule # 8:** One size does not fit every Team Member when it comes to an Recognition Program.

**Rule # 9:** Rewards based on the Recognition Program must be frequent.

**Rule # 10:** Refresh the Recognition Program on an annual basis.

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**Do an Appreciation Review**

Instead of a performance review, do an Appreciation Review.

An Appreciation Review is the Team Leader personally telling every Team Member how much they appreciate their effort on behalf of the Team.

**The 8 Features of a Successful Appreciation Review (In Person or Virtual)**

Because an Appreciation Review is about coaching and leading, not managing, it’s outside the comfort zone of most Team Leaders. To assist Team Leaders to grow their comfort zone, here are the 8 elements of an impactful Appreciation Review:

1. **Say Thank You:** Give them a virtual hug! Each Team Member needs to hear how much their effort and work is appreciated during these unprecedented difficult times. And be specific: identify three instances where their effort made a difference to the Team’s success.
2. **Be Energetic**: C.E.O. stands for “Chief Energy Officer.” And Team Leaders can energize Team Members by transmitting positive energy to them as they interact with each Team Member during the review. This transfer of energy will have a cascading impact, moving from Team Member to Team Member. Transfer energy by being positive, smiling, being enthusiastic, using positive words and open body language.
3. **Be Empathetic**: Understanding the needs of others, caring about how they feel, and being supportive creates trust and strengthens relationships. This means being in the moment with them, paying attention to their words, their body language and tone of voice. Ask how they are doing and what challenges they and their families are facing. Show concern for their well-being by committing to keeping them safe in the workplace.
4. **Be Hopeful**: Without hope Team Members’ excess stress will cause burnout. Team Members need to hear this situation will pass and the future will be better. Because Team Leaders are the model, and hope is

contagious, if the Team Leader exhibits hope, so will Team Members. Exhibiting hope requires Team Leaders be truthful, not overly optimistic, and provide a realistic version of the future. Accomplish this by expressing confidence in the ability of each Team Member to help overcome the Team’s challenges and, with the input of the Team, set realistic goals. This also means encouraging Team Membersto revisit their own developmental goals.

1. **Use Humor**: Don’t try to be a stand-up comedian, but recognize humor helps people cope with difficult situations. If, as you conduct the Appreciation Review, you can make a Team Member laugh or smile with a short, amusing story, highlighting the frustrations and inconveniences you are both experiencing, you immediately reduce their level of stress and let them know you are in this together.
2. **Be a Better Communicator**: During this time of high stress and anxiety, more communication is needed! Establishing a consistent communication program is required to meet the needs of individual Team Members for relevant information. This includes, where appropriate, expressing daily appreciation for the work being performed by Team Members and making the Appreciation Review at least a quarterly ritual.
3. **Provide Resources & Remove Barriers**: Ask what resources Team Members need to do their job easier/better and provide them. Ask what internal procedures and policies are barriers to work being done effectively and efficiently and eliminate them.
4. **Words Matter but Action Creates a Memorable Moment**: At the conclusion of the Appreciation Review, after again expressing gratitude for the hard work the Team Member has contributed to the Team’s success, give them a financial expression of that gratitude. While there is a plethora of ways to do this, I recommend a gift card for the Team Member and their family. Coming directly from the Team Leader, this does much to ensure the Team Member is engaged and committed.

**Paul Glover Coaching\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**A WorkQuake ™ Playbook**

**The “Tell Me Something I Don’t Know!”**

**Team Member Satisfaction Survey**

**This is a confidential survey. Do not put your name on it.**

1. Do you know what is expected of you at work? Yes \_\_\_\_ No \_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Do you have the resources you need to do your work? Yes \_\_\_\_ No \_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Do you have the opportunity to do what you do best every day?

Yes \_\_\_\_ No \_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. In the last seven days, have you received recognition or praise for doing good work? Yes \_\_\_\_ No \_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Does your Team Leader care about you as a person? Yes \_\_\_\_ No\_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Does someone at work encourage your development? Yes\_\_\_\_No \_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Does your opinion count at work? Yes \_\_\_\_ No \_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Does the company’s purpose make you feel your job is important?

Yes \_\_\_\_ No \_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Are your Team Mates committed to doing quality work? Yes \_\_\_ No \_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. In the last 6 months, has your Team Leader talked to you about your performance? Yes \_\_\_\_ No \_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. In the last 6 months, have you had opportunities to learn and grow?

Yes \_\_\_\_ No \_\_\_\_

Comment:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please add any other observations or comments you believe are appropriate:

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**A WorkQuake ™ Playbook**

**Daily Strokes**

**(How to Give ‘Em So You Won’t Have One!)**

* A Stroke is any act recognizing a Team Member’s performance.
* Strokes motivate Team Members to repeat acts of high performance.
* The most common Stroke is a verbal comment.
* Every Stroke has to be sincere and deserved.
* Every Team Member needs Strokes to remain engaged.
* A Team Member who is given Strokes will be more engaged than a Team Member who doesn’t receive Strokes.
* The more specific & timely a Stroke, the more effective it is in motivating a Team Member.
* Peer-to-Peer Strokes are as important and effective as Team leader Strokes.

**For More Information**

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