



Dissolve your business stress – build the enthusiasm in your people and your team...

The success of your business relies heavily on the performance of your people.

The performance of your people relies on the enthusiasm they have for working in your business.

For example, it's entirely unremarkable that a magazine publisher, Barron's Magazines, published their monthly magazine on time, as expected by their customers, on September 14th 2001.

However, this turns into a remarkable story when you know that their offices had been totally demolished 3 days earlier on the 11th September – their offices were next to the Twin Towers in New York.

The managing editor at the time, Ed Finn, commented:

"...the idea of not publishing never even came up; the only question any employee asked was how the team would accomplish it."

Ed Finn's team at Barron's Magazines were clearly driven



to get their work done and get their magazine published – even against all the odds!

What if we could all have employees who display this level of enthusiasm and commitment to their jobs, their companies, and their colleagues – how much less stressed would we be as business owners?

A proven solution for you...

If you, like Ed Finn, can build a sense of fairness, achievement and camaraderie within your team, you'll tap into an ocean of enthusiasm, drive and motivation.

In a nutshell

As a leader, you determine your team's level of enthusiasm.

And without enthusiasm for the work they do, your people will be a major source of stress and strain to you that can be prevented.

Avoid disenchantment...

Other than the small percentage of people who are 'allergic to work', most people are naturally enthusiastic when starting a new job.

However, within as little as 6 months of starting a new job, this enthusiasm has been crushed by the job and/or the business they are working in.

Research by The Sirota Group shows that only 14% of businesses avoid this loss in enthusiasm within 6 months of starting work.

So, what is it that the 14% are doing, or the 86% of businesses are not doing, to maintain and build enthusiasm?

The best people stay with the best managers...

The best people want to work in the 14% of businesses that maintain, nurture and grow enthusiasm.

"Human capital will go where it is wanted, and it will stay where it is well treated."

Walter Wriston ran Citibank when he said this. He went on to say:

"It (human capital) cannot be driven; it can only be attracted."

Your responsibility...

A massive study of over 13 million employee surveys points the way.

The study shows that poor management practices are responsible for killing the natural enthusiasm that most people have for the work they do.

Avoid these same mistakes and you then join the ranks of the top 14% of businesses.

The numbers stack up!

The findings from 13.6 million employee surveys, suggest that:

"The companies with high morale performed considerably better than their industry comparison group – about 20 percentage points"

You'll find the research results in the book – *The Enthusiastic Employee* – by David Sirota.

One example story from the Sirota website proves the case for building 'enthusiasm' – for a large financial services company, modest increases in employee attitudes and enthusiasm were linked to £400 million in asset growth and £24 million in revenue.

Focus on fine margins...

It's important to also note that it's not the shift from poor to mediocre morale where the big wins happen. The Sirota studies focus on the fine margin between employees with moderate morale and those with high morale.

"Because something going on at these elevated ranges is much different from what we find in organizations where employees are just moderately satisfied..."

What's going on at these higher levels?

The power of 3!

There are 3 sources of enthusiasm. It's the businesses who fail to build a sense of **fairness** AND build a sense of **achievement** AND build a sense of **camaraderie** that fail to tap into the profitable gains of enthusiasm.

Consider what it takes to be a great company to work for:

"It's not just having very good pay and benefits, or challenging and enjoyable work, or having terrific co-workers. It involves all of these needs"

The impact of successfully satisfying all three of the core needs delivers an exponential payoff.



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1. Fair treatment first...

Fair treatment, what Sirota calls 'equity' is a pre-requisite for enthusiasm. And a sense of fair treatment comes from a blend of job security, fair pay and respect.

A financial safety net please

Lifetime employment has long been a thing of a past era. However, a sense of job security remains a fundamental 'safety net' if you want an enthusiastic workforce.

"...the need for people to feel that they are being treated fairly is basic, and nothing is more basic for most employees than job security."

The Sirota study goes on to state:

"Don't believe for a moment that stable employment—the predictability, not just the size, of a paycheck—is ever a trivial issue for workers."

What can you do to stop undermining your people's sense of job security?

A close second, after job security comes levels of pay:

"...pay has great symbolic value to workers; it signifies respect, achievement, and equity."

What's reassuring from the research is that the overwhelming majority of workers are realistic and reasonable. The opinions workers have of their pay are greatly affected by how they see three things:

- Their company's financial condition
- How their pay compares to your competition, and
- How their level of pay compares with their colleagues

When handling pay and pay rises use these 3 references to ensure your team's sense of fairness.

You'll find the basics of a successful pay plan in the downloadable tools – use the URL link on the back page.

And then there's respect

Respect - a sense of the intrinsic worth of workers as human beings.

"The real judges of your character aren't your neighbours, your relatives, or even the people you play bridge with. The folks who really know you are waiters, waitresses, and clerks."

– Katherine Piper, Author

It's worth asking people who know you how well you stack up in demonstrating this type of intrinsic respect for people.

A secure sense of fairness in your business is the foundation on which you can successfully build a sense of achievement and a sense of camaraderie to create profitable enthusiasm in your employees.

2. Winning works wonders...

When starting a new job people do not come to work to lose, they come to win – feeling pride is a source of winning.

"People want to feel good about what they do and for whom they do it, and, assuming the equity (fairness) needs are reasonably satisfied, pride is a major driver of performance and commitment."

Sirota's research points to six primary sources of long-lasting achievement:

- The challenge of the work itself
- The acquisition of new skills
- The ability to perform
- The perceived importance of the employee's job
- The recognition received for performance – thanks and pay
- Plus working for a company of which the employee can be proud

How do you and your team rate your company's performance against these 6 sources of achievement? Which one of the 6 can you make a quick win towards greater enthusiasm?

Check out the downloadable tools on the back page for more on winning.

3. A working community...

"It is fortunate that social relationships are as important as they are to people because practically all work requires a high degree of cooperation."

And a strong working community that fosters a sense of camaraderie, as suggested by the Sirota research, grows from two essential management processes in your company:

- Conflict management** – build mechanisms to help avoid and settle disagreements
 - Partnership building** – build relationships aimed at adding value and not just minimising discord and its costs
- This section alone warrants a whole book, but one quote stands out:

"When a co-worker doesn't cooperate, the effect is not simply a reduction in effectiveness in proportion to the degree of that person's non-cooperation. The impairment is exponential because it almost always results in a reduction in the cooperation from others."

Your skill at building cooperation and partnership builds a sense of camaraderie.

TIME TO DISAGREE:

"We have a lot of young people and getting them to be enthusiastic is like pushing water uphill!"

You might have sympathy for the quotation below:

"Children today are tyrants. They contradict their parents, gobble their food, and tyrannize their teachers."

Use the Business Bitesize Support Tools And Resources

to help you make the most of this edition of Business Bitesize – go here: www.businessbitesize.com/anthony_russel to download these

Your feedback is important to us.

We'd love to know what you think of this edition of Business Bitesize and how you use it or plan to use it. Also we'd welcome your suggestions for future editions of Business Bitesize. To give us your thoughts please use the simple feedback form here: www.businessbitesize.com/anthony_russel

It fits with what the press and social media say, that there are important differences between the 'Baby Boomers' and 'Generation X' employees! And the 'Millennials' are a different breed altogether!

However, the previous quote is by Socrates (470 - 399 B.C.)!

Likewise, the Sirota research across hundreds of companies in 160 countries plus references to other hard research suggests that:

"...all three generations seek work-life balance. They all work for the enjoyment of working and to have the means to enjoy a personal life."

The hard research shows that management practices ultimately determine the enthusiasm (or lack of it) of employees – no matter what the occupation – from assembly-line workers to research scientists – no matter what their age, sex, or race.

Work at building a sense of fairness, achievement and camaraderie and you'll get all ages onside and enthusiastic.

"There's only a few of us so big-business ideas feel wrong for our small team!"

Enthusiasm is arguably easier in a small team than it is in a large team for sure.

And yet it makes sense to investigate for yourself how you manage your small team against the 3 sources of enthusiasm – fairness, achievement and camaraderie.

If the research is right and the cost of replacing an employee is over 80% of their annual salary, retention alone is a valuable win.

"Please tell me more"

It's rare to get research this comprehensive – 13.6 million employee surveys in 160 countries is hard to ignore.

David Sirota and his team have created a 'must read' for all business leaders and managers who want more for their people.

Dive into this book and you'll be a more knowledgeable and wiser business leader as a result.



Get Your Bitesize Support Tools Now



4 helping hands for you...

The likes of Starbucks, American Express and Intuit all take employee morale seriously – they have all used Sirota to survey their teams.

Like these companies you too can:

"...seek to create and sustain an organization in which the good instincts that people already have can emerge and become dominant, to the benefit of their organizations and those whom the organizations serve."

Focus on your management practices that build and maintain the 3 sources of enthusiasm:

- 1. Accept personal responsibility for the levels of enthusiasm and commitment you see in your people**
- 2. Seek to improve your team's sense of fairness**
- 3. Seek to improve your team's sense of achievement**
- 4. Seek to improve your team's sense of camaraderie**

ULTIMATE ARGUMENT:

"How do I know that a focus on the team's enthusiasm will pay off for my business?"

The financial gains of the 14% of businesses that have achieved an enthusiastic workforce look like being 20% more than the businesses who have yet to move up from having just a 'moderately satisfied team'.

So there's lots to be gained! Plus, what's there to lose if this focus results in greater customer satisfaction, your business becomes more innovative and retains your good people?

STOP: seeing your people as naturally lacking in enthusiasm

START: by owning responsibility for the levels of enthusiasm in your team



Your next steps:

If you believe that the levels of enthusiasm and commitment in your team are 'hard-wired' then you're missing out on greater results for your business.

14% of businesses have achieved high levels of morale (enthusiasm) and benefit from the financial rewards this brings – thanks to better retention, stronger customer satisfaction and greater innovation.

86% of businesses fail to edge their teams from low or moderate morale to high morale – because they fail to put the three sources of enthusiasm to work for them.

Start by obsessing about enthusiasm ...

The research from 13.6 million surveys (and thousands of focus groups and 1-on-1 interviews) shows that management practices determine levels of enthusiasm.

So, to build enthusiasm in your business, work on building a stronger sense of fairness, stronger sense of achievement and stronger sense of camaraderie.

You'll then get the greater success you seek.

More tools and information for you:

Download the supporting tools and resources for more help on building greater enthusiasm in your business – use the URL link in the box below.

Build the enthusiasm in your people...

There are enough stresses and strains to running a business. So why not take full responsibility for growing and maintaining a high level of enthusiasm in your people – something you have (almost) complete control over.

Because our people are often a source of conflict and poor performance we sometimes forget it's how we lead and manage them that generates these difficulties.

The Sirota Group provide a helpful and common-sense framework to assess the source of conflict or difficulty and set about improving your skills and knowledge and performance on the three sources of enthusiasm.

1. Accept **personal responsibility** for the levels of enthusiasm and commitment you see in your people
2. Seek to improve your team's sense of **FAIRNESS** – what can you do to foster a sense of job security, a sense of financial fairness and simple human respect?
3. Seek to improve your team's sense of **ACHIEVEMENT** – what can you do to build a sense of pride around the 6 sources of achievement?
4. Seek to improve your team's sense of **CAMARADERIE** – what can you do to improve your skills at conflict resolution and partnership building?

Check out the downloadable tools for more insights – use the URL link in the box below.

Especially look at the 4 questions that are at the core of the Sirota research – do you **ask the right questions?**

Use the insights in this Business Bitesize report to help you create a working environment in which your people's enthusiasm can flourish – your business success will follow.

YOUR SUPPORT TOOLS ARE HERE: Go to the link below and you'll find a selection of practical support tools to help you better understand how to build greater drive and motivation that will improve your company's results – all because you know how to create an environment for enthusiastic employees.

Find the support tools to help you here - www.businessbitesize.com/anthony_russel

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business breakthroughs
in minutes



Dissolve your business stress – build the enthusiasm in your people and your team...

Research (and common sense) strongly suggests that an enthusiastic workforce will out-perform a less than enthusiastic workforce. Given the profitability improvements you can gain from having an enthusiastic team in your business it pays to ask yourself the following question:

On a scale of 1 to 10 (where 10 is perfect) how would you rate the genuine enthusiasm your people have for your company and the work your company does?

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STOP seeing your people as naturally lacking in enthusiasm

START by owning responsibility for the levels of enthusiasm in your team

1. The one 'BREAKTHROUGH' question you must ask to assess the level of enthusiasm in your company

On a scale of 1 to 10 (where 10 is perfect) how would you rate the genuine enthusiasm your people have for your company and the work your company does?

Research (and common sense) strongly suggests that an enthusiastic workforce will out-perform a less than enthusiastic workforce. 13.6 million employee surveys by The Sirota Group and thousands of group and 1-on-1 discussions shows the value of creating an environment and working practices that nurture and build enthusiasm.

Given the profitability improvements you can gain from having an enthusiastic team in your business it pays to ask yourself the question above. If you can ask the question of your people, in a way they can answer in a confidential way you'll get an even more accurate idea about enthusiasm levels in your business.

For another way of looking at this, if you want to raise profitability and other aspects of business performance you should consider strategies for improving enthusiasm across your workforce.

IMPORTANT: The research suggests that enthusiasm is a source of stronger business performance. However 'enthusiasm' requires a complex blend of factors.

The Sirota research elegantly shows that 3 elements have to show up for enthusiasm to show up – a sense of fairness – a sense of achievement – and a sense of camaraderie. The authors make it very clear though that all three have to be present.

It pays to understand the elements of each of the three and what's needed to ensure that you can build a genuinely 'enthusiastic team'.

2. How does greater enthusiasm deliver greater business performance and results?

Does pursuing a strategy of enthusiasm really pay off? Is it worth the effort?

Sirota's research and references to other studies, including the performance of organisations that do well in the 'Best Places To Work' studies by The Sunday Times and others, shows that an 'engaged' or 'enthusiastic' team deliver results.

This graphic from the Sirota website visually shows the connections that deliver the improved performance you want for your business:



What does this graphic show?

Referencing the massive research done by Sirota it shows that employees want to experience a sense of fairness (equity), a sense of camaraderie and a sense of achievement.

And that the behaviour of your leaders and managers – what they do – determines the emotional response of your people from anger and indifference up to satisfaction and enthusiasm.

This in turn determines how well your business performs:

- Enthusiastic people tend to stay – lose fewer of your good people and business performance goes up
- Enthusiastic people tend to deliver better customer satisfaction than indifferent or angry employees
- Enthusiastic people are driven to improve and innovate and drive your business results up
- And as a consequence of these 3 business wins the financial performance of the business improves

3. Evaluating The Effectiveness of Your **EMPLOYEE VALUE PROPOSITION (EVP)**

Researchers have estimated that losing a team member costs a company from 90 to 200 percent of the exiting employee's salary. Which means that a £25,000-a-year employee that leaves your business will cost your business anything between £22,500 and £50,000. This alone suggests you should develop a compelling employee value proposition – a working environment and management processes that keep employees in your business.

There's more evidence and more insight about building an enthusiastic team on the Sirota website.

Quoting a different study of analysed data from over five million employees working in 149 organisations and 172 countries, four main findings reveal valuable insights too. Consider these 4 questions to find a way to build the enthusiasm across your employees:

- a) **Is your total rewards strategy broad enough?** The emphasis of this question is on the TOTAL rewards your team receive. Organisations should ensure that their employee value propositions offer a mix of financial rewards, development opportunities, support for health and wellness, and fulfilling work experiences. Focusing narrowly on just one element—particularly extrinsic motivators like compensation—may not be effective.
- b) **Are career paths in your organisation clear?** This survey's results emphasize that career development is particularly important to employees. But based on a Global Talent Trends report, few organisations are focusing on career path. For example, when senior HR professionals were asked to evaluate 16 aspects of their organisation's employee value proposition (ranking the extent to which each was compelling and differentiated), they ranked their organisation's learning and development offerings dead last.

Considering the looming skills gap that many companies face as they prepare for the future of work—as well as the strong correlations found between employees' perceptions of career development and their motivation, satisfaction, advocacy, and commitment levels—this is a critical place for company leaders to focus their time and resources.

- c) **Do your employees think they are doing meaningful work?** Researchers like Herzberg, Hackman and Oldham discovered the importance of meaningful work decades ago, and the pattern of results provide strong evidence that it is still critical for today's workforce. Based on Sirota's findings, experience and research, they have found that leaders and managers can make work more meaningful through their actions and behaviours.

Hiring managers should also place a heavy emphasis on purpose and meaning when selecting and screening job candidates: Sirota have found that when employees see their job as their personal vocation or calling, they are significantly more engaged and committed.



Profitable Enthusiasm

Support tools and resources

- d) Is there a strong sense of community in your organisation?** In recent years, a growing number of researchers have focused on the causes and consequences of loneliness at work. According to former U.S. Surgeon General Dr. Vivek Murthy, an epidemic of loneliness is emerging within many organisations. When employees feel lonely at work, researchers are finding that everything from their physical and psychological health to their commitment and performance may decline. At the core of these studies is a common theme: workplace loneliness undermines both employee wellbeing and organisational effectiveness. Sirota have found that when employees feel a sense of belonging at work, they are more likely to be motivated, satisfied, and committed. In light of these findings, leaders, managers, and HR professionals should ensure they are building a workplace where employees feel supported, accepted, and welcomed.

4. The criteria for an enthusiastic (fair) pay plan

Amongst the depth of statistics The Sirota research also flags up comments by employees to reflect the learning and insights they have uncovered.

Here's two opposing views of the compensation packages, as quoted by employees. These quotes suggest that relatively small differences impact on the emotional reaction your people have:

"The worst thing is working and doing so many tasks at work and not getting compensated for it. The pay here really sucks in that regard. It's at least 5 percent below what other companies pay."

"I like the pay that I receive here. It is the highest, although by a slim margin, among other companies in the same field. The company shows it values its employees."

Money alone is not the fix but it is an important and unavoidable part of the sense of fairness your people feel about working for your business.

Only by building a sense of fairness (which includes a sense of job security, fair pay and basic human respect) can you access the four business wins (retention, innovation, customer satisfaction, financial performance):

You can assess your pay plan for your people against the criteria suggested by the Sirota Group.

The pay plan in your organisation should:

- steer employee performance to the achievement of important organisational goals
- allow employees to see the impact of their performance and to see that impact in a timely way
- promote optimal achievement of the goals, requiring teamwork as well as individual effort
- provide performance measures which are clear and credible
- provide a financial return to employees which is, in their eyes, substantial
- serve to satisfy employees' equity, achievement, and camaraderie needs
- enhance employees' identification with the organisation

Costco's (the wholesale retailer) stock performance shows a 122% cumulative gain over 11 years, compared with WalMart's 27% gains over the same period. And yet Costco consistently pay more and have a more valuable benefits package than WalMart.

For certain, higher/'fairer', pay is not the silver bullet to success, senior management's business competence and business strategy are crucial amongst many other aspects of business. However, this story points to the fact that higher than average wages does not mean lower business performance, in terms of profit, far from it.

For a detailed explanation of each of these criteria and specific examples on how to build a fair and enthusiastic pay plan check out chapter 4 of the book – [The Enthusiastic Employee](#)

5. A sense of fairness is built on job security and respect

A number of quotes from the book The Enthusiastic Employee are instructive on job security:

“...the need for people to feel that they are being treated fairly is basic, and nothing is more basic for most employees than job security.”

“...workers express anxiety about their job security, it is because their jobs are insecure!”

“What’s the point of working hard? Whatever you do, you’re just as likely as not to be out on the street tomorrow.”

“Don’t believe for a moment that stable employment - the predictability, not just the size, of a paycheck - is ever a trivial issue for workers.”

The research points to the need for a fundamental sense of fairness to exist if you want to build an enthusiastic team. And the base level of fairness is a feeling of job security.

The researchers acknowledge that in an unpredictable world job security is a tough ask but what’s clear from the research is that even when companies need to reduce worker numbers through redundancy some companies handle this well whilst others handle it badly. It is still possible to handle such difficult decisions and processes ‘with grace’ through effective communication and fair treatment of everyone involved.

The book’s new edition adds a chapter relating to the impact of the 2008 recession and the increased importance of job security during this period. This shows that a sense of fairness is a mix of issues – respect, compensation, job security – and the that the emphasis and importance of each changes depending on the general economic conditions. As we return to ‘full employment’ job security will play a lesser role and compensation may well pay a more important role.

One stable and vital element is that of ‘respect’. One quote from the book encapsulates the importance of respect:

“The respect we have in mind—and that has such profound implications for worker morale—does not come from deference to power or the expectation of reward, but from a sense of the intrinsic worth of workers as human beings.”

Respect is one of THE foundations for an enthusiastic team – and equality is at the heart of respect:

“Equality is at the heart of respect—the treatment of each individual as important and unique without regard to any other characteristics, such as gender, race, income, or even perceived performance or contribution to the organization.”

And one story from the books explains how equality is a respect issue not a pay grade or use-of-power issue:

“To take a simple-minded example, do passengers on a plane see it as illegitimate for a pilot and crew to be in command and give orders? Of course not. But, in manner and attitude, how are passengers treated by the crew? Do they feel themselves treated as welcome guests of the airline, or rudely as necessary evils, or, perhaps most commonly, indifferently, as “seats?”

The same applies to your people – are your people treated as welcome ‘volunteers’ or as ‘necessary evils’?

6. Winning – the six sources of achievement for your business

For any individual performing their specific role in their company, Sirota's research points to six primary sources of achievement. All six sources can be influenced by the way you lead and manage your people:

1. **Challenge of the work itself.** To what extent are you making sure that everyone's job uses an employee's intelligence, abilities, and skills?
2. **The acquisition of new skills.** What are you doing to actively promote the knowledge and skill improvement of your people – no matter what their role or level in your business?
3. **The ability to perform.** Having the training, direction, resources, authority, information, and cooperation needed to perform well. Are you aware of what's needed to help all your people perform at their best?
4. **The perceived importance of the employee's job.** To the organisation, to the customer, and to society. How clear to your people is the importance of their job, are you doing enough to share this with them?
5. **Recognition received for performance.** Both non-financial (such as a simple "thank you" from the boss or a customer) and financial (compensation and advancement that are based on performance). How well do you and your managers acknowledge good performance and effort, and how 'fair' does your compensation and reward programme appear to your people?
6. **Working for a company of which the employee can be proud.** People can be proud of working in your business because of your business's purpose, its products (their quality and their impact on customers and society), its business success, its business ethics (treatment of customers, employees, investors, and community), and the quality of its leadership.

What about asking the right questions to see if your business is winning...

In order to create a working environment that nurtures and builds enthusiasm, The Sirota Group use these **four key questions** as part of their survey. These questions show up in the 13.6 million surveys they've conducted and are a great way to assess how well you and your management are doing – you can ask yourself these questions and/or you can ask your team also:

- a. How would you rate [*company name*] in taking a genuine interest in the well-being of its employees?
- b. Do you agree or disagree: 'my job makes good use of my skills and abilities'?
- c. How would you rate the cooperation and teamwork within your work unit?
- d. Considering everything, how would you rate your overall satisfaction in [*company name*] at this time?

Other factors worthy of your attention...A sense of pride and achievement doesn't just come from the work an employee does. Sirota's research points to four other big influences of pride and achievement:

1. The company's financial performance
2. The efficiency of the work the company does
3. The company's products, such as their usefulness, distinctiveness, and quality
4. People also want to work for a company that does well but also does good

Building an environment that nurtures and builds enthusiasm is complex. Enthusiasm happens because of a blend of three core commitments – commitment to fairness, achievement and camaraderie. Each of these breaks down into many elements which is why it makes sense to delve into the book published by The Sirota Group – see below.

Where do you start?

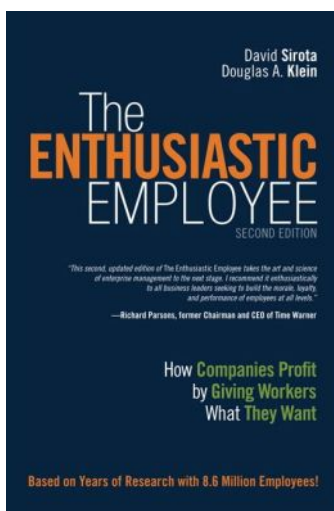
What's clear from the research is that all three elements support each other – fairness, achievement and camaraderie.

However, without a sense of fairness your efforts to build achievement and camaraderie are likely to appear like techniques to line your pocket and get what you want, whilst not delivering what your employees want.

Start with building a sense of fairness. Section 3 of these tools – building an effective employee value proposition goes a long way to helping you do this.

7. The book and other resources to help your business ONLY have enthusiastic employees

Check out the book by David Sirota, Douglas Klein et al called 'The Enthusiastic Employee'. There is so much more in this book than can be squeezed into 4 pages or these tools. Because of the depth of research, you can be confident that the insights, when applied, will improve the sense of fairness, sense of achievement and sense of camaraderie in your business.



Richard Drezen of the Washington Post writes about this book:

"If you've ever wondered why an employee says, 'I love my work', or 'I love my company', or why some companies are so profitable, you will surely find answers in The Enthusiastic Employee..."

...The authors, all consultants, have written a book based on extensive research looking into what motivates employees in the workplace. ... this is a valuable book containing practical advice for both managers and workers. Highly recommended."

Here's the the link to purchase the book: <http://bit.ly/enthusemply>

Please also check out this Keynote address from one of the authors of the book Douglas Klein. The videos cover the basic themes of the book - what employees want out of work – their goals, the relationship between employee morale and business success, culture, partnership, leadership and many other topics. Here is the link. 10 minutes well spent! <http://bit.ly/kleinvideo>

