

The Best Place to Work

- Thomas Edison failed hundreds of times before successfully inventing the lightbulb.
- Babe Ruth set the record for the most career home runs and most strike outs in the same week, he knew the two measures were inextricably linked. Same title later claimed by Mickey Mantle and Reggie Jackson.
 - Babe – “if I’d tried for dinky singles I could have batted around .600”
- Kobe Bryant has missed more shot than any other player in history.
- Brett Farve has the most career interceptions.
- The willingness to grow through failure.
- Even if you fail at your ambitious thing it’s hard to fail completely. That’s the thing people don’t get.
- Sara Blakely and Spanx – father ask her what she failed at today. Instead of failure being an outcome it became not trying. Made me want to push myself out of my comfort zone. Interpret failure as a part of the learning process not a weakness.
- When we accept that failure is simply feedback on what we need to work on next, risk-taking becomes a lot easier.
- We’re implicitly taught that struggling means others will view us poorly, when in reality it’s only by stretching ourselves that we develop new skills.
- Rewarding intelligent failure promotes a thinking style that is conducive to innovation. Think creativity is an innate ability think again.
- \$50 for completing test
 - \$5 for every answer you get right – energized by the possibility of gain and take a broader view
 - \$50 upfront and take \$5 for every answer you get wrong – this would change your risk behavior
- When avoiding failure is a primary focus, the work isn’t just more stressful; it’s a lot harder to do. And over the long run, that mental strain takes a toll, resulting in less innovation and the experience of burnout.
- It’s when intelligent failures are treated exactly the same as preventable ones that learning and creativity grind to a halt.
- When firms communicate that failure is not an option, they incur an invisible cost: one that triggers a psychological reaction that restricts employee thinking, rewards lying, encourages cover-ups, and fuels proliferation of more mistakes.
- Reward the attempts not just the outcome. Mine failures for opportunities and what can be done better next time.
- Ask yourself what have I failed at today?
- Room dimensions can inspire big thoughts. Participants in rooms with taller ceilings were significantly better at finding connections between seemingly unrelated objects than participants with lower ceilings. Height is just one element
 - Colour – people exposed to red were much better at tasks that require accuracy and attention to detail and worse at creative associations. Red is good for proof reading which is why we also use a red pen.
 - Sound – being slightly distracted by noise (such as a café) is good for processing information more abstractly which can enhance our creativity. Extreme quiet is good for focus.
 - Furniture – arrange it in a circle if you are looking for intergroup belonging.
- Cubicles were introduced to address the need for space and privacy. They achieve neither. Nearly 70% of the US uses cubicles. In the 70’s the average office size was 500 sq feet. Today it’s 200.
 - Seeing someone you can hear is worse.
 - High noise levels raises blood pressure, anxiety and lowers immune systems
 - Performance, motivation and satisfaction plummet.

- Private offices eat up a lot of real estate and introduce barriers to communication. Frequently the higher up you are in an organization the more space you are allotted and the more inaccessible you become.
- Open offices increases communication between colleagues but that cost of individual work. Ironically, not getting work done reduces your communication with others.
 - Superficial conversations over fear of being heard.
- Caveman's guide to building a better office
 - We are unconsciously drawn to environments that promote our survival as hunters and gatherers.
 - We prefer waterfront apartments or apartments overlooking Central Park because it's a safe environment that allows us to scan our surroundings and look for our next meal.
 - Art with similar scenery can also provide refuge.
 - Sitting with our backs exposed can leave us tense which is why booths at restaurants fill up first.
 - We're happiest when we're close to the outdoors including sitting next to a window.
 - Employees sitting at a window are better staying on task, show greater satisfaction with their work and more loyal to their company.
 - Sunlight plays a major role as it helps regulate our circadian rhythms.
 - Presence of plants, aquariums, fireplaces put us at ease..
 - Brief exposure to blue and green make us feel safe and improve our creative output.
 - Office space is "organizational body language" – key for attracting top talent.
 - Identify the message the organization wants to convey and create appropriate touchpoints.
 - Lobbies and hallways can be use for sharing history, traditions and achievements.
 - Call this the workplace experience.
 - Naming of conference rooms.
 - What is right for one location can be wrong for another.
 - Google – group of engineers began posting articles in the bathroom stalls to educate employees.
 - Lunchrooms, locker rooms and coffee stations serve as social hubs. You need communal spaces.
 - Give a lot of focus to meeting spaces but not the informal spaces that can have a bigger impact on the quality of our workplace relationships.
- Marissa Mayer from Yahoo! eliminated telecommuting to improve creativity. Asking the wrong question about whether it should be allowed. Rather what can we learn about home environments and build it into work.
 - Less travel.
 - Quiet time and private space.
 - Shuffling between tasks depletes our cognitive resources and causes stress, boredom and depression.
 - Personalization and shaping our surroundings. Some companies provide a modest budget for decorating your cube.
 - Working from home means access to a run, nap, glancing out the window etc..
- Caves and Campfires
 - Design environments that meet the cognitive demands of the work.
 - Modified college campus is all the rage with Google, Apple, MS etc.. Students receive a set of expectations and how they deliver those or where is up to them. Employees receive a desk of their own, access to a selection of locations designated for quiet focus work, and a range of communal spaces for facilitate collaboration as well as spontaneous interaction.
 - Allows employees to adapt their environment to their work and not the other way around.
 - Create caves and campfires for all personalities to have a home.
 - Turning the corner office into a thinking space is way better than an executive office. When rooms aren't available you can use/create barriers and use noise machines.

- Design with the end in mind. Think like a caveman. Brand your workplace experience if you can.
- Conscious thinking can backfire as we overthink things and load ourselves down with minor facts at the expense of the bigger picture. For example buying a car. So easy to get sidetracked.
 - Studies show if you walk away and do something else your mind (prefrontal cortex) is still working out the problem in your subconscious even though you are doing something else to distract yourself.
 - Solving a complex problem or looking for a creative solution, working too hard can backfire.
 - Brilliant ideas often come when we let our guard down – walk, restroom, in-flight movie.
- Obama raid on OBL, he slept on the decision – drone strike or putting Navy SEALs at risk. Decided that risk was what SEALs faced every day.
- 3M and Google integrate play into their day putting ourselves in a childlike mindset opening up alternative ways of thinking.
 - Play can actually serve as a vehicle for innovation
 - Twitter has a climbing wall, Zynga arcades, Google has vball courts.
 - However, putting in a \$5,000 billiard table will do little if management barely touch it.
- Exercise heightens our mood with the release of endorphins and primes our brain to absorb information
- Learning and memory evolved in concert with motor function tracking down food, means if we're not moving we're not learning.
- Treadmill walkers performance actually drops until an extended period when their body/mind learns to do both.
- Employees are given wireless headsets to allow them to walk around their offices during long conference calls....or, hold walking meetings.
- Radio Flyer encourages people to cycle to work by offering 50 cents per mile reimbursement.
- Ask employees to identify work-related interest and empower them to deepen their knowledge.
- Would Google be nearly as profitable if its employees sat around waiting for Larry and Sergey to tell them what to do?!
- 20-30 minute naps help boost productivity, increase alertness, elevate mood, increase accuracy etc.
- Learning after a nap is as effective as learning after an entire night's sleep. Yet most of us scoff at the concept of a mental reboot when our bodies signal the need for rest. Misunderstanding of napping.
 - Don't allow yourself to sleep too deeply.
 - We tied productivity to the line worker so less time on the floor meant less output.
 - Quality of work is tied to energy level.
- Tennis players – it's what they do in between points that matters most. All about restoring focus.
 - A careful balance of recovery at work is critical for mental athletes.
 - Protect employees from working non-stop. Volkswagen shuts off email servers, Mercedes deletes emails while on vacation, FullContact pays their employees to take their employees on vacation on 3 conditions;
 - You have to go on vacation
 - You must disconnect
 - You can't work while on vacation
- **Use mornings for learning and look for insights at night.**
- Happiness makes people more effective in their jobs and increases confidence which makes your situation feel more controllable. This provides grit to power through challenging tasks.
- Lottery winners return to same level of happiness roughly one year after receiving their windfall. Accident victims show the same timeline.
- Small, frequent pleasures can keep us happy longer than large, infrequent ones. Bringing home 4, ten dollar bouquets in a month is better than one \$40 bouquet. Same with spacing out weekend getaways. Better splitting up annual conferences into smaller quarterly ones. Same with annual vs quarterly

bonuses. Same with annual holiday parties. Same with having workplace benefits vs raise in pay – high end espresso machine, free snacks, stocked refrigerator.

- Financial bonuses tend to be viewed as payment for performance, perks communicate on an emotional level and provide a motivational boost. On the job rewards are significantly more motivation than cash bonuses of equal value.
- Pictometry provides \$2500 a week toward feeding their 250 employees. Interesting thing happened, people started asking if they could help determine how the budget is used. Pot lucks became big and people started eating together as a team.
- Variety prevents adaption. Sometimes to enjoy something we love it needs to temporarily disappear. In some ways the real benefit of a vacation is in helping us recognize the pleasures of being at home. Plante Moran provides ice cream together in the hot months, local farmers market during harvest season, summertime bbq, fall time clam bake, Halloween pumpkin carving, winter chili cook-offs.
- Unexpected pleasure deliver a bigger thrill. When something unexpected happens we pay closer attention, lending unexpected events greater emotional weight. Start of a romantic relationship, same for jobs. Given surprises its ironic how negative announcements are communicated. Should be no surprises for negative announcements.
- Create an environment of the unexpected. Rent a movie theatre for a premier, hiring a message therapist to walk around the office for a day, professional impersonator to call for bdays.
- Experiences are more rewarding than objects – happiness ROI tells us so. Experiences tend to involve other people also introduce us to new ideas and surroundings. Material objects are often used in private. Unlike material objects, experiences get better with age. We remember events more positively in the rear view mirror.
- Positive scents contribute to happiness – coffee shop, bakery, florist. The change in mood also changes our behavior. We become more helpful, less competitive and show greater generosity. Put lavender sachets in the break room or fresh flowers near the entrance.
- Music improves our mood unconsciously. Techno sends our pulse racing, Frank Sinatra slows it down. Customers linger in stores and restaurants that play relaxing music, which leads to more purchases. Bar owners it's the reverse, the quicker the music the faster people drink and the larger the tab. Put jazz music in the hallways at work or employees playlist in the restrooms.
- A grateful mind is a happy one. Every couple of weeks gather employees to share their recent accomplishments as a group. Instead of talking about what they haven't done (status meetings) encourage people to share what people are most proud of since the group last met. In a group setting people talking about their accomplishments will tend to shift away from talking about themselves and start talking about others within the group. Others are likely to mimic.
- The more pressure we place on ourselves to feel happy, the less likely we are to succeed. Having interludes of unhappiness allow us to better enjoy the positives in our lives when they occur.
- If you're trying to get a group to bond or think flexibly use good news, refreshments or an interactivity. Use the opposite strategy if you're having the meeting to root out a mistake or conducting analysis.
- Casinos leverage a series of psychological techniques that increase people's tolerance for risk:
 - Use chips instead of money, slot players have cards
 - Pump in fragrances
 - Music
 - Slots winning more frequently but winning less
 - Visual icons of fruit, cartoons, popular tv shows are used to make people feel safe
 - Free booze served by the scantily clad
- Gallup's Q12 questionnaire about the workplace has a controversial question: *do you have a best friend at work?*
 - It's one of the strongest predictors of productivity, passion and loyalty.

- Friends don't want to let friends down – social pressure that no boss can match. People are more committed on projects, collaborate more and offer positive encouragement as well as critical feedback when things go off course.
- Get sick less often, suffer fewer accidents and change jobs less frequently even with higher pay.
- More satisfied customers.
- Reverse it true as well – people without a best friend ask for less help and don't point out others mistakes. Biggest obstacle is operating in silos.
- Loneliness has a crippling effect on our bodies – execution suffers, so does communication and group contribution.
- Organizations have a lot more control and influence over employee friendships than they recognize:
 - Physical proximity – closer they sit
 - Familiarity – more we see them, more we develop a sense of comfort
 - Also applies to logos i.e., Coca-Cola
 - Similarity – your opinion validates my own and makes me feel good about myself.
 - Secrets – biggest ingredient for creating bonds.
 - Bonding questions – open questions to share emotionally sensitive information where participants are encouraged to share in reciprocal fashion:
 - Given the choice of anyone in the world, whom would you want as a dinner guest?
 - Would you like to be famous? In what way?
 - Before you make a telephone call, do you ever rehearse what you are going to say? Why?
 - Without deeper revelations a relationship can stall.
 - How can you tell if coworkers are friends? The more frequently colleagues talk about nonwork matters, the closer they tended to be.
 - It's when we reveal our vulnerabilities that we acquire new friends.
 - After work activities – sports, outings, yoga, wine-tasting, Improv training
 - Avoid cocktail parties where all you can do is talk – put focus on an activity instead
- Design onboarding from the employee standpoint and help foster close relationships.
 - Instead of asking HR to set the process in motion, assign a teammate or two to introduce themselves via email and offer to go out for coffee before first day of work. Share information about past projects and what to expect with the new role.
 - Introduce employees more than just their professional background. Talk about their hobbies, favourite tv shows or unusual talent for which they are proud.
 - Snagger Confessions Survey has a series of questions about personal interests. Managers can use this for colourful introductions.
 - Don't rush introductions. Better to spread them out over a couple of days or weeks.
 - Start an employee with a series of modest, collaborative projects that discourage isolation and allow them to collect early wins.
 - Parallel: at parties well-handled introductions can make guests want to stay into the wee hours of the morning vs leaving early. Same with the workplace.
 - Encourage employees to coordinate an activity with at least 5 others.
- Encourage events that include spouses to help deepen the connections.
- Abolish “THEY” with an activity that introduces shared struggle. When employees feel like they are working toward a shared objective a sense of shared purpose while encouraging friendship.
 - Cross functional teams
 - Shadow another team member from another department and report back to your own team.
 - Shared reward i.e., check for every on time departure at SWA.
 - Team workout competitions toward a shared target.

- Natural subordinate goals – joint volunteering efforts, sports teams, company band.
- Office gossip – can't stop it nor should you. Just keep it at bay.
 - Less likely to cheat when there is possibility people will gossip about it.
 - Less likely to act selfishly.
 - It's inherent in who we are – tribes used gossip to figure out how to survive.
 - When people gossip – it's a sign that people feel socially disenfranchised.
 - Indicator of the need for greater connection.
 - The more someone gossips the less power they see themselves holding.
 -
- Warren Buffett – doesn't run companies he collects them. If he thought they couldn't manage themselves he wouldn't have bought them. This creates a feeling of ownership. This itself is an investment, one that pays dividends in the form of better motivation, stronger organizational loyalty and sustained engagement.
- The prospect of an enticing reward can have a debilitating effect and activate fight-or-flight response.
 - Interferes with our ability to think clearly.
 - Why it can become difficult to communicate in an interview or first date.
 - High bonus groups perform worse on cognitively challenging tasks.
 - When the task is easy the adrenaline boost of high reward is useful/
 - Motivation is personal and different across each person. Some are motivated by intrinsic enjoyment while others are motivated by money or title.
 - When the work is itself rewarding, an emphasis on reward can reduce intrinsic motivation.
- How do you get employees to intrinsically motivated about their work? Autonomy. Empower people to make their own decisions. Dieters who pursue weight loss for autonomous reasons lose more weight than those who feel pressure from others.
 - The more parents disapprove of a romantic partner the more love partner said they felt.
 - The more therapists offer advise the less likely patients are to take it.
 - The less employees feel autonomous the more they turnover.
 - Explain the rationale behind what employees are working on and what a successful outcome means
 - Define the outcome and not the response. Let employees chart their own response.
 - Micromanagement is the equivalent of buying on credit. Enjoy the product now but pay later.
 - Use open ended questions when exploring solutions "what solution do you see for designing a presentation by Tuesday?"
 - Recognizing negative experiences and legitimizing them actually helps sustain people's autonomy. Having our feelings accepted defuses the situation. People want to be heard.
 - Resist focusing on the reward i.e., overtime and money in the bank. Unexpected rewards that come at the end of an activity (i.e., bottle of wine) can keep intrinsic motivation in tact.
 - Leadership from the top down rarely sustains people's intrinsic motivation.
 - Have respect for circadian rhythm. Let employees design their own schedules.
 - Let employees work from home.
- Encouraging employees to build a schedule for meeting goals instead of requiring that they sit by a computer to meet a predefined schedule sends a powerful message of trust and sets the stage for sustained performance. Instead of obsessing over process, ask your team to chart their own path.
- How do you calm a micromanager down – flood them with information proactively reaching out and sharing progress and asking questions that help them feel like they're in control.
- One of the reasons we find money so alluring is because it provides the promise of independence.
- Video games convince people to do repetitive tasks for inconsequential rewards. The secret to engagement is buried inside video games:

- Level of pay has little relation to either job or pay satisfaction.
- People adapt to their level of income surprisingly quickly.
- Over \$75,000 annual salary, increases in salary have a very minor effect on our happiness level
- A rise in income does make us happier but the initial thrill doesn't last.
- Happiness level has everything to do with the respect and admiration they receive from peers. How much do others look up to you?
- Therefore, maybe its not the material possessions people want but the respect that goes along with it. When you're flush with cash you command attentions, which is what many are after.
- Being a value of tribe meant security, access to attractive mates and influence of important decisions.
 - Being recognized feels so good because it's the ultimate sign of belonging:
 - Academy Awards, Oscars, Baseball Hall of Fame – live longer than their unrecognized counterparts.
 - When we feel accepted by those around us we experience less stress etc.
 - When we aren't recognized we lose motivation and our health suffers as well.
 - When we receive positive feedback, we experience an emotional rush. Competence is inherently motivating, which is why feeling like you're good at your job leads you to invest even more of yourself in your work.
 - Grow people's experience of competence and you'll inevitably grow their engagement.
 - Being ignored is more psychologically painful than being treated poorly.
 - Angry Birds provides instant feedback and a sense of accomplishment when we succeed. A world where every task offers an opportunity to grow our competence, enhance our skills, and earn recognition.
 - Recognition is about providing employees with the psychological fuel to feel engaged.
 - The standard tool is the annual review. Does more harm than good. Arrives in 12-month intervals. Mislead managers to thinking they're giving enough feedback. Ironically, also makes it easier to avoid difficult conversations i.e., let it slide until their review.
 - Opposite is equally harmful. Excessive positive feedback is just as bad as having no feedback at all.
 - Underserved feedback is demoralizing to everyone.
 - Employee of the Month turns feedback into a competition or trying to fill a slot.
 - Feedback works if it is:
 1. Provided immediately.
 2. Specific.
 3. Compliment the behavior and not the person.
 4. Public praise vs private praise.
 5. Adding a positive is more motivating than removing a negative i.e., a day off.
 - Outsource praise – delegate and make your team provide peer praise. Write an email or have them take that person to lunch.
 - Average football team has 125 players, many of whom won't see a single minute of playing time all season.
 - They tend to believe their sacrifices have value.
 - By allowing starters to practice against opponents who give it their all, helps the team succeed.
 - Finding meaning in our work gives us a framework for understanding our sacrifices.
 - Help people to look beyond their day to day jobs by broadening their perspective.
 - We feel better when our goals center on benefiting others instead of ourselves. Have others come in and talk about benefits and provide compelling evidence of the impact of their work. Connect employees with the end users to help create motivation. There is something

unique about meeting the people whose lives we've affected that helps us see the value of our work.

- Flow
 - When we enter a state of flow we are living in the present and the whole world disappears. All that matters is the task.
 - Video gamers, surgeons, athletes, artists, musicians all report similar psychological experiences.
 - Having a clear understanding of the goal we're trying to achieve and immediate feedback on our performance.
 - Progressive difficulty – face challenges that meet or slightly exceed our capabilities.
 - Ask employees to set stretch goal every quarter and develop a specific plan for achieving it.
 - Make on the job learning a requirement. Provide a budget. Provide time to scan blogs and read. Invite employees to take courses. Neurologically, learning is inherently rewarding. Acquiring new information increases our production of dopamine, which improves our mood and heightens our interest in related activities.
 - Make it explicit that employees are expected to master new skills. Provide time, resources and budget. Prevents boredom, improves intellectual firepower and enhances competitive advantage.
- Coaching gets a bad rap because we grow up thinking tutoring is only for those who are underdeveloped.
- Coaching at the C-level is a status symbol.
- Bring in peer coaching
 - Pose questions instead of providing answers
 - Focus on topics selected by the coachee, not the coach
 - Have no vested interest in the outcome of the coachee's decisions.
- Coach needs to ask open ended questions
 - What would success look like on this project?
 - What are some steps you're considering taking?
 - Who could you talk to who's tackled a similar project?
 - What can you do to chunk this project into manageable steps?
- Get the coachee to identify the direction they'd like to go and create an implementation plan. When you reconvene review progress against the plan and identify the next challenge.
- Consider 3-person coaching pods where 1 coaches 2, 2 coaches 3 and 3 coaches 1. Group people who do not collaborate or interact frequently so they are forced to listen. If we publicly announce what we're going to do we're more likely to do it.
- Successful leaders aren't the ones receiving compliments, they're the ones giving them.
- Why do patients sue doctors? Because doctors failed to understand their patients. Failed as communicators, not physicians.
- Reducing tensions during disagreements means focusing on the relationship not the task. You can use relationship building statements called PEARLS:
 - Partnership "I really want to work on this with you."
 "I bet we can figure this out together."
 - Empathy "I can feel your enthusiasm as you talk."
 "I can hear your concern."
 - Acknowledgement "You clearly put a lot of work into this."
 "You invested in this and it show."
 - Respect "I've always appreciated your creativity."
 "There is no doubt you know a lot about this."
 - Legitimization "This would be hard for anyone."

- Support
 - “Who wouldn’t be worried about something like this?”
 - “I’d like to help you with this.”
 - “I want to see you succeed.”
- Executives are encouraged to take public speaking when they would be better off developing their listening skills instead. When you’re trying to change behavior the more you dominate the conversation the less you persuade. Being told what to do is not an effective strategy to sustaining long-term motivation. Listen twice as much as you speak.
- Tennis grunting reveals that human behaviour is contagious. So is eating more in restaurant settings, lawncare habits, energy usage, scanning your iPhone, yawning, smiling, scowling.
- Working along passionate and inspired people are likely to influence your experience. Same with burned out and disengaged people.
 - Mirror neurons
 - When you get a papercut I wince.
 - Riding an elevator everyone looks up at the numbers.
 - Monica Seles changed the game of tennis with her win in 1990 and everyone started following her grunting on the court.
 - Company culture isn’t created through mission statements, slogans or a set of written values. IT is a product of leaders’ interactions with their team. Those at the top provide a model that establishes group norms. Over time, these norms come to define the culture of an organization.
- Leaders signal what to pay attention to and what to ignore – controlling them, measuring them or commenting on them.
 - Leaders who praise to employees who work all-nighters or weekends contribute to the 24/7 work culture.
- Narcissism – beliefs in one’s abilities are superior to others and continuous, unquenchable thirst for admiration.
 - Narcissic leaders make more volatile business decisions and more attention-grabbing strategic shifts.
 - The more cohesive, optimistic and intellectually flexible a management team the more money their company tends to make.
- Manage your mood not just your employees.
- Draw attention to behaviours that are consistent with the culture you are trying to build.
- Instead of criticizing underperformers try adjusting their social network and pairing them with a new officemate or assigning them to a new workgroup, moving them closer to employees you’d like them to mimic.
- Unlike most organizations, professional orchestra are keenly aware of the way a candidate looks can skew observers’ assessments. They have data to prove it.
 - Women weren’t allowed to play in orchestras until the 50s
 - 1952 the Boston Symphony Orchestra – replaced names with numbers, musicians weren’t allowed to speak, had to perform behind a curtain, rug was laid down that they could walk on to avoid guessing the sex of the person.
 - Made people feel the job was legitimate.
 - Workplace equivalent is a work assignment.
- Attractiveness, height, voice all play a factor in bias.
- We favour those that remind us of ourselves.
- If an interviewer has already awarded several positive assessments, they are less likely to recommend a candidate later on.
- We measure people on two factors: warmth and competence.
 - When we meet someone who is high along one axis we assume they are lower on the other

- Turn outstanding performers into recruiters, people will socialize with those with similar personalities.
- Referred hires outperform those who get their jobs through more formal channels.
- Offering a reward for referring candidates can send the wrong message and clutter the process with subpar talent
- Announcing job openings internally first, so that employees can give the people in their network advance notice.
- Similarity fosters complacency and also breeds overconfidence.
- The best employees are rarely searching for a job, so engage your employees to recruit future coworkers.
- Foster pride:
 - When we have pride we stand a little taller.
 - Our posture changes.
 - We take more initiative to problem solve, are more assertive without being pushy, more likeable by teammates.
 - Pride is about status, when our status rises so does our pride.
 - Build pride with a compelling story about the future and a inspiration vision and “big hairy audacious goals”. Focusing on the future makes people more willing to sacrifice the present.
 - Focus on the greater good and collaborate how to make an impact i.e., employee match vs donation directed by management.
 - Put employee names on the deliverables making the link between identity and work product.
 - Avoid unearned job titles with seasoned employees,
 - When pride is authentic we don’t need to brag be cocky or show off.
- If businesses views employee engagement as an investment in future earnings then they would do everything possible to build engagement regardless of economic conditions.
- Gap in understanding employee engagement is important and doing something about it.
- Employees experience autonomy when they have a sense of choice on the job. Offer flexibility on how the task is performed and minimize the focus on rewards. Provide immediate feedback. Empower them to find new challenges to master.
- What would the workplace look like today if the factor never existed.