

Chapter 1 : - Energizing the Workplace: A Strategic Response by Kim James

Energizing Your Workplace Here are some fun ideas to energize and "innergize" your workplace. All are simple and designed to improve morale, employee satisfaction, and create an environment of energy and fun.

August 1, Anne Brafford Energizing the Workplace with High Quality Connections The central role that interpersonal relationships play in organizational effectiveness often is ignored, preventing organizations from living up to their full potential. The financial crisis exacerbated matters. Those who still have jobs often are reminded of their luck and expendability Scheiber, Similar themes surely would emerge in surveys of law firm partners and staff. Legal-industry commentators offer a host of hypotheses to explain the decline in civility. Some point to the break-down of inter-personal relationships caused by huge increases in the number and diverse backgrounds of lawyers Rhode, ; Kronman, ; Campbell, Others blame the rise of email and decline of face-to-face interactions among lawyers Smith, Aspiring positive law firms will take this issue of incivility and quality connections seriously out of respect for their lawyers and staff and concern for organizational effectiveness. All of the big and little bits of interactions that occur minute-to-minute in organizations profoundly impact people positively or negatively , and those people determine how well organizations function. The higher the quality of connections, the better individuals and organizations function. What distinguishes HQCs from other interactions is their special textureâ€”they are energizing, uplifting, and each participant has a sense that the other is fully engaged and genuinely cares. HQCs can occur in long-term relationships or between new acquaintances. They can occur during lengthy interactions or the many micro-contacts that occur daily Stephens et al. HQCs also can occur at an organizational level, such that employees feel that the organization cares about them and values their contributions, which creates a sense of self-worth and deep feeling of connection to the organization Carmeli, Research reflects that HQCs have positive effects on individuals, including improving cognitive performance; facilitating the creation of positive meaning in work and learning; enhancing the cardiovascular, neuroendocrine, and immune systems; and facilitating recovery from losses Stephens et al. HQCs also contribute to organizational effectiveness by fostering trust and psychological safety and improving organizational processes such as coordination, collaboration, and error detection Stephens et al. When someone provides resources to another in the form of, for example, information or emotional support, this cultivates perspective-taking and gratitude, which, in turn, improves the quality of the connection Stephens et al. It also triggers a sense of reciprocity such that the person who received assistance feels grateful and encouraged to return the favor Stephens et al. We convey trust when we allow people to see that we are at risk in some way and expose our vulnerability and interdependence Dutton, a. Trust can be shown by words, sharing valuable information, self-disclosure, using inclusive language e. Trust also is conveyed through autonomy-supporting behaviors such as sharing control over decisions and tasks, avoiding check-up behaviors, and not punishing people for errors Dutton, a. Trusting behaviors can be challenging for law firm partners and business executives, who are ultimately responsible to clients for ensuring that their matters are handled with a high level of excellence. Partners who show trust to associates may trigger a self-fulfilling cycle in which those who have been shown trust feel motivated to act trustworthy Dutton, a. Play also helps build HQCs. Play can reduce stress and also enables people to learn more and different things about each other than is likely to occur during a work or non-play mode Stephens et al. Playfulness can break down hierarchy and a sense of bureaucracy and can help build rapport among colleagues and with clients Stephens et al. The final behavior, engaging respectfully, includes conveying presence, being genuine, and communicating affirmation Dutton, a. Respectful behaviors show esteem, dignity, and care Stephens et al. Research on civility, dignity, and respect reflect that everyday behaviorsâ€”even micro-behaviorsâ€”communicate how one person values another Stephens et al. This includes non-verbal behaviors. People make rapid judgments about the meaning of non-verbal behaviors and whether to try to connect or withdraw Stephens et al. Focusing Lawyers on Respectful Engagement Respectful engagement may be the HQC pathway about which lawyers must be particularly vigilant. Lawyers as a group are highly skeptical. Larry Richard , a consultant with an expertise in lawyer personality, has profiled over 1,

lawyers. Those with high skepticism scores tend to be cynical, judgmental, questioning, argumentative, and somewhat self-protective Richard, Sociability is defined as a desire to interact with people, especially a comfort level in initiating new, intimate connections. Low scorers are less inclined to enjoy interacting with others and may prefer to spend more time dealing with information and the intellect Richard, If seminarians tend to lose their empathy under time-pressures, lawyers surely do. The profile that the research paints of a skeptical, impatient, unsociable person who does not want to be bossed suggests that HQCs are a big challenge in law firms. Lawyers wanting to cultivate HQCs may need to be especially mindful about taking time to make affirmative efforts to interact with office-mates and do so respectfully and empathetically. Face-to-face interactions are the best way to nurture connections Medland, But, of course, the interaction must convey respect. The extensive use of email also is an obstacle to HQCs in law firms. As an initial matter, email often substitutes for in-person conversations, resulting in declining quality and quantity of those higher-quality interactions Medland, Additionally, email often is the hotbed of toxic interactions in law firms. This likely is due in part to a diminished awareness of the person on the other end of the email. Social presence theory focuses on how a communication medium facilitates the level of awareness of the other person during an interaction, which impacts levels of warmth and sensitivity that are conveyed Medland, Research shows that email depersonalizes human interactions, making sarcasm, name-calling, and sniping more likely Medland, Although the medium is less personal, email still can significantly influence the quality of relationships Medland, The above suggests that due, for example, to certain common personality traits and high-pressure work environments, committing to HQCs at work may be particularly challenging for lawyers. But, given their importance to individual and organizational wellness, aspiring positive law firms will make HQCs a priority. Raise your right hand and swear to be civil: Defining civility as an obligation of professional responsibility. *Gonzaga Law Review*, 47, Positive work relationships, vitality, and job performance. A psychological analysis of personality strengths and weaknesses. How to create and sustain high-quality connections at work. *Fostering high quality connections through respectful engagement. Stanford Social Innovation Review*, Winter, The power of high-quality connections. *Foundations of a new discipline pp. Well paid but undervalued and overworked: The highs and lows of being a junior lawyer in a leading law firm. Employee Relations*, 36 6 , Workplace bullying is on the rise, research shows. What makes lawyers happy? Transcending the anecdotes with data from lawyers. E-mail influence on perceptions of connection in a colocated work team *Doctoral dissertation. Available from ProQuest Dissertations and Theses database. The lawyer personality revealed. Altman Weil Report to Legal Management*, 29 11 , The right way to do the right thing. Smith, Jennifer , January Lawyers behaving badly get a dressing down from civility cops. On the nature, consequences and remedies of workplace incivility: *Academy of Management Executive*, 19 1 , Assessing workgroup norms for civility: The development of the civility norms questionnaire-brief. *Journal of Business Psychology*, 27 4 ,

Chapter 2 : Energize Your Employees

Re-Energizing the Workplace Help your employees maintain the energy, morale, and productivity they need to accomplish your organization's mission. As workplace expectations increase, it's often difficult for employees' energy levels to keep pace.

The Role of Incentives and Recognition About this Research This paper is based on a review of hundreds of research papers, book excerpts, essays, articles and case studies on workplace wellness, population health management, and preventative medicine from approximately to the present day. This paper is intended mainly to serve as a synthesis of the current state of workplace wellness programs, and specifically, the use of incentives and rewards therein. This is not original research. Where recommendations and conclusions are offered, they are the opinion of the author and do not necessarily represent the views or opinions of the Incentive Research Foundation or its members. The main objective of this paper is to present in one place the emerging landscape from which the reader may appreciate the complexity of the topic, the richness of positions and practices in place, and the variety of issues involved, all of which make workplace wellness a fascinating arena with real potential to create a better future for Americans and the nation. WELCOA, Executive Summary Healthcare costs are escalating rapidly and globally, accounting for greater shares of the GDP of developed world nationsâ€™ their threat to national economies exceeds any other single cost item. It is no wonder that individuals, families, employers, communities and governments are urgently seeking solutions. Most agree that the greatest potential lies in reducing the largely preventable conditions and diseases brought on by poor individual health choices. The question is how to drive healthier communities and organizations. How can employers and governments help individuals change their behaviors to stop smoking, stop overeating, exercise more, wear seatbelts, consume less alcohol, get regular health checkups, take their medications and change their diets? Among the most promising approaches is the use of incentives, rewards and recognition in the encouragement of healthy lifestyles and choices. A growing and compelling set of evidence exists which correlates well-designed wellness programsâ€™ which almost invariably include incentives and rewardsâ€™ with better health and wellness outcomes. A growing community of practitioners, experts and policy-makers favor the use of incentives to encourage not only participation in wellness programs but outcomes. If I am a reckless driver, if I drink and drive, if I disobey speed limits, etc. Currently, under the Health Insurance Portability and Accountability Act HIPAA , a group health plan may not discriminate among individuals on the basis of health factors by varying their premiums. In , the PPACA raises the cap on attainment incentives to at least 30 percent and up to 50 percent. The research is convincing where incentives impact short-term participation in wellness programs. There is also compelling evidence that incentives are effective in smoking cessation, weight loss and in the amelioration of other preventable health conditions. Where the research remains inconclusive, is in the effects of incentive programs on promoting long-term, sustained wellness. Additionally, few attempts have been made to address how the design of an incentive program should be adjusted according to the demographics of the target population, such as insuring that low-income participants have equal opportunity to participate. Research initiatives into these areas would add value to the body of existing research. Wellness programs typically address specific behaviors and health risk factors, such as poor nutrition, physical inactivity, stress, obesity, and smoking. Wellness programs can also help reduce the incidence and severity of chronic illnesses such as asthma, diabetes, insomnia and heart disease. Employers often integrate their wellness initiatives with chronic disease management programs to provide a continuum of healthy lifestyle support. Wellness programs raise awareness, provide information and education, and usually offer incentives that encourage employees and their families to adopt healthier lifestyles. These initiatives are most successful in a workplace environment that, at its core, promotes and supports health and well-being. The health issues that wellness programs generally target commonly lead to serious and expensive health problems and have a negative impact on workforce productivity. They are also, largely preventable. As a result, health care has become a much bigger part of most of these economies. Costs have increased times since even though the average cost of all other goods and services increased only eight

times. In , combined healthcare spending in the U. The Congressional Budget Office predicts that if trends continue, healthcare will consume 25 percent of GDP by and one-third by . Certainly, accelerating healthcare insurance costs have become a critical, board-level issue for many U. Thus, the rise of workplace wellness programs and initiatives over the past two decades is no surprise. Yet the problem is far from solved. Despite the clear benefits to better health choices and individual wellness, America is an overweight, obese, inactive and sick nation. The Key Driver of Workplace Wellness Programs The silver lining in the otherwise depressing American health scenario is that the vast majority of healthcare spending is avoidable. This represents an enormous opportunity for improvement. Figure One illustrates the primary health risks of American workers. Health Risks per Employees in the U. From to , the real average total cost of employer-sponsored health insurance for a family policy rose by more than 69 percent Kaiser Family Foundation and Health Research and Educational Trust Appendix C summarizes the most common preventable health conditions and their costs. As referenced above, the U. The primary reasons cited for company sponsorship were: In its analysis, Population Health Improvement: A Market Research Survey, the Care Continuum Alliance reported that "89 percent of surveyed health plans and health systems offer wellness programs. The reasons for broader adoption of wellness programs are varied but include the compelling evidence of a strong ROI in wellness programs. American Institute for Preventive Medicine Examples of positive ROI are plentiful even though most organizations do a poor job of tracking it. Below are some examples of typical ROI: New England Journal of Medicine, Using regression techniques to isolate the impact of the wellness program, the researchers concluded that: Utilization and expenditures may be reduced by better coordination of existing health and productivity management programs, with many of these benefits occurring in later years. Thus, the more employees who participate in a wellness program, the more potential savings and the better their quality of life. Hence companies have tried a variety of methods to increase employee participation, some of which have proven more effective than others. Mandatory employee participation, for example, may backfire. When a railroad company tried to require its track maintenance employees to do warm-up exercises, the workers threatened to strike unless the program was halted immediately. Generally, rewards for participation range from cash to gift cards to merchandise. This approach has been endorsed to some degree by Congress and the White House in the Patient Protection and Affordable Care Act of PPACA which permits employers to offer cash incentives to employees for participating in wellness programs and for reaching certain targets. Current law limits the value of wellness incentives to 20 percent of the total health care premium spent per worker. When the new rules of the PPACA go into effect in , limits will go up to between 30 and 50 percent. Safeway is perhaps the organization best known for the use of differential premiums as incentives for wellness and is reputedly the model for the incentives component of the PPACA described above. Employees are screened for those four items, and they receive a discount off the base level premium for each test they pass or standard they meet. In theory, if one requires workers to pay higher premiums if they fail tests for measures such as smoking, weight, blood pressure and cholesterol, they will want to become healthier to reduce their costs. When they do, the employer gets a fitter and healthier workforce and reduces medical expenses and absenteeism. Employees benefit in the form of lower deductibles and premiums. Meanwhile, 40 percent of workers and spouses who failed the blood pressure test in , passed in ; 30 percent of former smokers registered as tobacco-free, and 17 percent who failed the cholesterol test in passed in The financial ramifications remain unclear. In the short term, Safeway admits its program probably boosts medical expenses at first because the screenings prompt people to seek treatment for newly detected problems. Over half of the employees that identified themselves as smokers actively participated in the smoking cessation course or quit smoking entirely. The investment costs include staffing, handbooks plus the shipping and handling fees training, communication materials, incentives including participation and attainment rewards and early detection screenings in and Since International funded the cost of the initiative, the return-on-investment ROI for each year was calculated from the plan paid perspective. ROI is not the only consideration, however. With costs escalating, it is likely that employers will pursue attainment related incentives and disincentives aggressively within the bounds of the law. In addition to being convinced that such incentives work, some employers see a way to pay for their wellness programs entirely through this

strategy. But given the promise of incentives to favorably modify behavior, we should not let inchoate views that the incentives themselves are unethical prevent us from studying them in earnest. Even though the rewards were modest, modifiable health risks were significantly reduced over time, both among higher and lower risk participants. Obesity prevalence decreased significantly among men and women. High cholesterol and high blood pressure, seat belt use, smoking cessation and physical activity all saw significant improvements over the 4 year period, despite setbacks, in some cases, from year to year. The size and type of incentive or reward can matter also. About 65 percent of the subjects participated in the Vitality Wellness program over the five year study, while about 35 percent did not. The differences between the two groups were significant. Wellness program participants were more likely to join fitness activities and remain engaged in those activities over time. Those that were active in fitness activities experienced significantly lower hospital costs than those that were inactive. The right reward type and amount will vary based on the behavior change, participation objective or outcome desired and possibly by type of organization, employee cohort, or a range of other factors.

Research Gaps and Recommendations for Further Research There is strong evidence that employees prefer to work for firms that offer effective and attractive benefit programs. To address this need: Further research is needed to determine which incentive structures and amounts are optimal, assess the ability of incentives both contingent and intrinsic to produce sustained behavior changes, and evaluate the cost-effectiveness of implementing incentive programs. More research is needed to better determine the interaction between the intensity of interventions and incentives offered and the duration of a program as it relates to the level of ROI that can be expected. A constraint also seems to be with the low cash incentives used in programs. A study using higher rewards could be feasible if conducted in a low cost country. Future research needs to more systemically examine the contextual factors in the workplace, such as the culture, senior management commitment, marketing of the program and incentives to discover how they may be linked to participation in health promotion activities. The study might also address how the design of an incentive program should be adjusted according to the demographics of the target population, such as insuring that low-income employees have transportation to attend classes and fitness facilities. More research is needed on the optimal mix and level of cash financial and non-cash rewards. Does merchandise leave a longer lasting impression on recipients than cash? Do non-cash incentives drive the desired behavior and outcomes as well or better than cash? How can cash and non-cash incentives support the need to develop intrinsic motivations for wellness? What role do broader societal and cultural attitudes play in workplace wellness? How might attitudinal change efforts impact larger populations and workplace wellness? Other questions might include:

Chapter 3 : Re-imagining leadership, re-energizing the workplace

20 Tips for Re-energizing Your Workers Creative ideas for breathing new life into the workplace The summer is here and while kids are dreaming of water parks, BBQs, and time at the beach, many adults are inside an office working.

Email Energizing Your Workforce It makes every business sense to find practical and creative ways to tap into the inner spark in yourself and your team. The fire burns brighter in good times, when we are happier. The flame can diminish to just an ember when times are challenging or our resilience is down. But the spark is always there to be rekindled. If you are reading this article, you are in a great position to inspire increased interest in those around you. First, think about the internal spark, large or small, about any given task or topic, as being the motivational drive from within. What you can do is inspire or invite others to get in touch with their own innate interest. In order to meet your staff where they are before leading them to where you want them to be, you need to understand them. Studying their behavior style or personality type through a four-quadrant model or the more complex Myers-Briggs Type Indicator is a good start. Raising your emotional intelligence EQ of self awareness, self-management, social awareness, and managing relationships will help you to tune into team members and also model these skills and insights for their own usage. With these foundational pieces strengthened, you can be more adept at using the following tools: Many managers are task oriented to the exclusion of accepting that, like it or not, we are always in a state of some emotion. That is a bio-chemical truth. It is simply counterproductive. So what does empathy have to do with inviting out the fire within someone? Well, until you uncover what is blocking the interest in participating fully, the enthusiasm level will remain low. Work to uncover the things that are dampening enthusiasm. Find ways of relating to these concern areas. You just need to know that these exist and accept that the condition is true for him or her. When you actively empathize, the other realizes he or she is not alone in this, and you become an ally. That is a powerful place to begin in turning an attitude around. As noted above, everyone has a spark within. The truth is that we have many, many sparks or varying places of interest. That is both the challenge and opportunity. You have limited time, resources, and energy, while your team members have the answers to the question of what interests them. And when you ask, steer them toward pathways to added internal motivation that you can offer in support. The following is a list of motivational areas that can be of interest to your employees. My suggestion is that you copy and paste only the areas over which you have control budget, resources, etc. Create your own doable list and give it to your team members, letting them pick and choose the ones that agree with them. Guessing is over as they tell you what jazzes them.

Chapter 4 : Energizing the Workplace with High Quality Connections – Aspire | Positive Professionals

Energizing the Workplace with High Quality Connections. The central role that interpersonal relationships play in organizational effectiveness often is ignored, preventing organizations from living up to their full potential.

Photo by Michael Robinson. For nearly 20 years, I worked in a place I dreaded. I would walk through the office door, say good morning to the receptionist, and then relegate myself to my personal file cabinet, where I would vanish into my desk. I was surrounded by six-foot-high walls and lighting that made me feel like I was in a Walmart. This was a traditional cube in an open-place office. Over the years, these desks began to resemble the different niches of a furniture store showroom. With lamps ranging from hip-modern to the law office green-glass shades and various other personal touches, each desk reflected a unique style. These showrooms were born from the desire of individuals to customize their patches of the real estate footprint – not an unreasonable aspiration considering that they were living in their spaces from eight to 12 hours a day. So they made the environment their own, which is what humans tend to do. What does this all mean to health and well-being in the workplace? Dissecting these cubicle showrooms reveals several common themes that are critical to the success of a project that aims to support health and well-being. Addressing these physical, psychological, social, and ecological considerations in the workplace can promote increased engagement. Shaping the workplace community As with LEGO blocks, movable walls, partition-like curtains, and easy-to-move furniture all encourage workplace customization. When we give people choices, they will create the right environment for their tasks. The spaces we create must be agile to accommodate fluid needs. The days of creating seas of perfectly aligned cubicles or one-size-fits-all solutions are in our rear-view mirrors. These stagnant environments often left occupants exhausted, sick, unproductive, and bored. Today, even zoo designers have moved away from pen environments. Increasing the exchange of differing points of view fosters innovation and leads to solutions that far surpass what can be achieved by an employee sitting alone at a monitor. The psychological connection A well-designed and flexible physical environment also helps organizations meet the psychological needs of their employees. To achieve social and career well-being in spaces, we must create workplaces that consistently reward employees. This means much more than celebrating a birthday or milestone work anniversary. Employees crave a sense of purpose and fulfillment and like to be recognized for their efforts. When the organization benefits from their efforts, simple recognition can go a long way. Everyone appreciates financial rewards. Believe it or not, however, a public demonstration of appreciation and recognition can often eclipse the positive effect of monetary awards. Incorporating architectural elements and graphic displays honoring these special accomplishments in a public form can be very effective. Believe it or not, a public demonstration of appreciation and recognition can often eclipse the positive effect of monetary awards. Creating communal gardens can contribute to workplace reward programs. By permitting people to plant seeds and tend to a small garden that they can call their own, organizations provide a sense of ownership to these people. Small flower gardens provide beauty and a sense of psychological pleasure that simulates being outside in nature. As individuals collaborate and bond in non-traditional ways, they feel a sense of community and purpose and elevate their contributions to the business. Many organizations are focused on energy conservation in the workplace. This also incentivizes employees by showing them the savings their efforts are generating. It can create a sense of competition among employees who will strive to conserve even more energy. Organizations often ask employees to help contribute to saving electricity, water, and other resources, but too-often fail to communicate what those savings are. Acknowledging their efforts and informing them of the impact keeps people engaged. Making this psychological connection through efforts and rewards is vital in ensuring that employees are connected to their work and their workplace. Social spaces that promote collaboration and privacy Working in one office with few options or choices for nearly 20 years left me feeling socially isolated. Even with people working in a space on one entire floor of a building, there was limited interaction. With the invention of the monitor, people stopped looking at people and started focusing on their screens. People sitting next to each other communicated by email. Photo by Kim Rodgers. Companies have responded to the need to encourage

collaboration and private, heads-down work by going to one extreme or the other, or combining a bit of both. Neither extreme “open plan for everyone nor cubicles for all” is effective. I once conducted an unintentional test in my office by sitting on a couch located on a common-aisle space in the center of the office. I was simply looking to change my environment, but within two minutes I was joined by three co-workers who sat down next to me in this self-created collaboration spot. Our conversation soon moved from casual chit-chat to work. By the end of this unscheduled meeting, we had devised a solution to an issue we were working on for a development project. Had I not sat on that couch, that productive conversation would not have happened. Chance encounters and spontaneous exchanges occur when we give employees choices and provide them with different views. This input can be more valuable than a Google search and can generate insights that lead to innovation. To create spaces that are effective in promoting social interaction, workplace design teams need to conduct a pre-design survey and then incorporate the results in their solution. But a well-balanced solution recognizes when collaboration is needed and when privacy or closed confines are best-suited to meet the needs of users. In all cases, design excellence reigns. Architectural and interior design solutions should provide the right amount of natural light, views, playfulness, order, and options. In some cases, simply giving employees access to daylight and views outside can increase focused work by 15 percent. Companies can no longer assume that people will be assigned to one spot and stay there all day. Instead, organizations need to offer a variety of settings that promote choice and movement. Sedentary life is a major contributor to rising obesity levels and a lack of engagement in the workplace. In the United States, one-third of all people are obese and two-thirds are overweight. Workplace designers can encourage people to walk in the office by creating central copiers and reprographics rooms or by placing distributed services on various floors connected by internal stairs. Various rating system tools encourage this technique. Spaces that encourage and promote movement, and that offer options, empower users to create their desired work setting and user experience. People are often too hot or cold. Pre-occupancy surveys of spaces typically reveal a lack of balance in the HVAC system. Considering that there is a four percent reduction in productivity when an office is too warm and a six percent drop when the space is too cold, this is a significant problem. The problems with HVAC systems are a combination of mechanical, psychological, and physiological issues. Though each of us are different, we rely on the same mechanical system to condition our individual space. One solution is to give people personal controls to regulate the temperature in their environment. With temperature swings having such a major impact on productivity, it often makes sense to invest more upfront to provide people with individualized controls and then enjoy the long-term financial benefits that come with increased productivity. Natural instincts Biophilic design principles can greatly enhance a space. Introducing these concepts can improve the mood of occupants by six percent. A bad mood is often magnified or even created by stressful surroundings. Introducing patterns found in nature, plants, and water elements can have a measurable impact on reducing this stress. Photo by Eric Laignel. An article by Terrapin Bright Green reports a study in which heart rates were measured in both urban and natural environments. Their heartbeats were then monitored, and the results indicated that videos depicting natural environments had an involuntary relaxing effect on automatic unconscious functions, inducing positive cardiac deceleration as well as beneficial physiological arousal. These results speak volumes on how the introduction of biophilic patterns can reduce stress by lowering heartbeats and having a calming effect in a hectic space or office building. Their interpretation of biophilia was not as readily apparent as one might expect, and was applied through distraction glass appliques representative of dragonfly wings. I found this to be calming and spatially inviting. Distraction paneling along the library and conference room walls ties together a long, ever-changing plane of walls and glass, leading to a junction with a pantry and a clever separation of private and more public spaces. The dragonfly patterning added visual interest and sparked creativity. And because there was no human receptionist, I was free to wander, as if on a hike through an open meadow, to find a comfortable place where I could hang out and enjoy the space until I was greeted. The rest of the office introduced biophilia through the use of herb gardens at windows and potted plants at desks. It was a powerful mix of true biophilia. A process of discovery A workplace must foster innovation and well-being. To provide an environment that does this, designers must respect the needs of users, support their distinct ways of working and providing an open canvas

that fosters active collaboration. Though there is no formula for success, a process of discovery and working to genuinely understand the people and place will guide teams toward the best solution. Torcellini National Renewable Energy Laboratory [2] 3: Tags from the story.

Chapter 5 : Energizing Your Workforce | Training Magazine

Nowadays, Smith, 46, and Foster, 47, get paid for their suggestions. Or perhaps more accurately, as colleagues at the Roanoke-based firm Voltage Leadership Consulting, they earn their keep trying.

Did the feeling of challenge change to a feeling of routine? Did you think something was missing? Did you start to look around? They are savvy, creative, self-propelled, and energetic. They need stimulating work, opportunities for personal challenge and growth, and a contributing stake in the organizational action. If good workers find the job with your company no longer provides these necessities, they may decide they have outgrown the place and will consider leaving. Some employees, perhaps not the obvious stars, but people with solid potential, suffer discontent yet stay on the job. Instead of leaving for the next challenge, they find ways to disengage. Their departure is psychological rather than physical. It shows up in counterproductive activities like absenteeism and mediocre performance. Energize the Job Energizing a job means structuring ways for employees to get the growth, challenge, and renewal they seek without leaving their current jobs or organizations. Changing what your employees do content or how they do it process is the key. Energizing allows employees to take on different tasks and responsibilities or to accomplish them in ways that promote personal autonomy and creativity. An energized job promotes setting and achieving personal and group goals; allows employees to see their contributions to an end product or goal; challenges employees to expand their knowledge and capabilities; has a future beyond itself; and gives employees room to initiate, create, and implement new ideas. How do you energize the job? Try asking your employees questions like these: What skills do you use on the job? What about your job do you find challenging? In what areas would you like increased responsibility for your current tasks? What would you like to be doing in the next three to five years? In what ways would you like your job changed? These discussions should be collaborative. Here are some ideas for helping your employees enrich their work: Self-directed work groups can make a lot of their own decisions. They can redistribute work, so that team members learn more, have more variety, and follow more projects through to completion. For example, a computer systems troubleshooter might be more effective knowing the needs of real people and units rather than responding only to problems as they occur. Assign one troubleshooter to one department and make her accountable for the computer system. Give her a client. Clients can be inside or outside the organization. New responsibilities can help an employee feel challenged and valued. Employees can acquire important new skills that add depth to the workforce. Do rotational assignments sound like chaos? Do more than annual reviews. Find ways to develop peer review and client review opportunities. Employees want to know about their performance, and continual feedback allows them to be their own quality-control agents. Employees are empowered and motivated when they take part in decisions that have an impact on their work, such as budget and hiring decisions, or ways to organize work and schedules. Involvement allows employees to see the big picture and enables them to make a contribution they find meaningful. If employees rarely think for themselves, they lose the ability to contribute their best ideas. They simply go through the paces, under-motivated and disengaged. You can help by asking for and rewarding creative ideas, by giving employees the freedom and resources to create, and by challenging employees with new assignments, tasks, and learning. Set Energy Goals Each employee should set energy goals. You can help by asking individuals and teams for those goals each year. Be sure they make sense to the individual, the work group, and the organization. Test the motivating potential of an energy goal by asking your employee any or all of these questions: How will it help you gain more confidence and competence in your current position? How does it address a current relevant business need? Workplace boredom is a major cause of turnover. Energizing the job is not tricky or difficult. But it does require staying alert to opportunities for all your employees and encouraging them to suggest ways to energize their own jobs.

Chapter 6 : How to Create a More Energizing Workplace

The FUNOMENAL WORKPLACE: Energizing People & Culture with the Positive Power of Fun! - Kindle edition by Tony Brigmon. Download it once and read it on your Kindle device, PC, phones or tablets.

Summer Fridays are special. Summer Fridays are magical. Propose an adjusted summer schedule that will allow your team to take Fridays off and jumpstart the weekends. Monday through Thursday 10 hour work days or 80 hours over 9 days for every other Friday off sounds about right. A Company Picnic Serve hot dogs, hamburgers, salads, and lemonade. Invite employees and their families and use SignUpGenius. Your team will be talking about it until next summer. Coordinate your company picnic on a sign up. Half Day Brainstorming Sessions Sticky summer weather can lead to sticky summer brain. Brainstorming will get everyone unstuck. Spend half a day brainstorming on special projects and ways to grow the company. Provide visual prompts or other things that may get the creative juices going. Take the meetings outside for added freedom. Just be sure you have a way to capture all the creative nuggets that will come. Set Goals for the Summer Summer haze can create a foggy path. One way to beat the haze is by setting benchmarks and providing small incentives when those goals are achieved to keep everyone focused. Allowing one day a month for kids to join their parents in the office may be a great way for them to connect while they have the summer off. That way, you can make sure you have plenty of fun summer snacks! Discounted Corporate Rates Folks are always looking for cool things to do during the summer weekends and a discounted rate at a local amusement park, waterpark or museum would be greatly appreciated. Stock the Office Freezer Keeping a cool head during the summer is imperative. Coffee that isâ€”Hire a Barista one morning a week to come in and make specialized coffee and tea drinks for everyone. Work From Home Option Summer productivity may seem to be an oxymoron, but one way to achieve it is to allow employees to work from home a couple of days a week. Answering emails or creating spreadsheets may seem less like work if done from the front yard. Collect money for a company outing to the ball field using an online sign up. Encourage a Company Sports Team Is there a member of the team always getting your group through in a clutch or someone that you can depend on when you need a Hail Maryâ€”those skills may translate onto the field. Encourage a team sport to get people moving and as a way to foster team building skills. If possible, offer to sponsor the team. Start a Company Summer Blog A company blog is a great way for people to share with one another internally and externally what exciting plans they have for the summer. Pictures from vacations and after work ventures are a great away to get people virtually out of the office. Keep Company Goals in Site Creating a board of overall company goals for everyone to see is a good way to remind the team that work continues after August. Host a Cook Off Cook offs allow people to showcase their secret or not so secret cooking skills. Yoga Lunch Invite a certified yoga instructor to transform a conference room into a Zen garden. Outside Weekly Status Meetings Moving your weekly status meetings outside may provide some respite from the day-to-day routine. You may not be able to offer your employees those benefits but playful decorations and lively music may make them feel a little more relaxed. Coordinate it with the Bring Your Kids to Work day for extra fun. Be an Example The summer can be a wonderful and energizing time for the workplace, but the lure of outdoor activities is always tempting. Aubrey LeGrand is a marketing manager for an educational publisher. She lives in Charlotte, NC with her husband and daughter. Posted by Aubrey LeGrand.

Chapter 7 : Energizing the workplace – Fish Market story | Rajesh Setty

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David Marquet We are in the midst of an epidemic of apathy and anemia in our workplaces. By many measures, workplace satisfaction, happiness and worker engagement are dropping. Workplace satisfaction in particular is at an all-time low since The Conference Board starting conducting its survey in The costs of this dissatisfaction and disengagement are huge in terms of productivity for employers and in terms of happiness for employees. Performance was low, morale was low, and everyone was hanging around waiting to be told what to do. You may have had a job where you were transported into apathy and disengagement. Think about the characteristics of that job and the leadership in that workplace. When companies encounter these problems, their response is to study leadership more, and to invest more in executive coaching and employee empowerment, only for the problem to stubbornly persist. The effect is the same as using a map of Chicago to navigate your way around Paris. We need to think anew about what leadership is. How did we get here? For thousands of years, work was primarily physical. If your family was the official statisticians measuring the portion of workers doing primarily physical work and the portion of workers doing primarily intellectual work starting in ancient Greece, basically nothing would have happened for 80 generations. It would have been a boring job. The vast majority of workers were engaged in agriculture, a physical activity. With the industrial revolution, jobs started shifting from agricultural to industrial. However, this was still primarily physical labor – running a sewing machine, filling a furnace. Physical work has certain characteristics. For one thing, it lends itself to visible observation. I can see whether the hoe is going up and down or the bobbin is moving. As a result, physical labor lends itself to coercive control. Our current leadership model developed over the thousands of years when work was physical and is, in a sense, optimized for that kind of work. It is the model we see in the classics of literature, in movies, and in the stories we tell about our civilization. Suddenly, the fundamental nature of work is changing. We are living through a time when the primary component of work is becoming intellectual, not physical. The fact that I can actually measure these changes means that this is happening very rapidly on a human scale. All of a sudden, my statistician job, after 2, years, is exciting! Even work that has been primarily physical is becoming more and more intellectual. If you apply a leadership model that was developed and optimized over thousands of years to manage work that was primarily physical to work that is primarily intellectual, it would be surprising if there were a perfect fit. I experienced these contradictions in the following way. Our leadership model was all about command and control, exuding confidence, creating visions, motivating workers, and setting clear expectations. For many of us in positions where we were responsible for team outputs, we have lamented why portions of our team exhibited little energy, passion and ownership. If humans in midlife require empowerment, then either we were born unempowered or we were born empowered and were subsequently disempowered. It seems unlikely that the species that took over the earth could possibly be born unempowered. So, we must have been disempowered somewhere along the line. At what point were we disempowered? When, why and how did that happen? Finally, I was deeply troubled by the monumentally bad performance of some teams from time to time. My experience was in the submarine force, where occasionally groundings and collisions will occur, but I read about companies imploding as well. When we look at organizations that have failed, we often see that bad decisions at the top caused the failure. In submarines, sometimes it was a specific decision the captain took that the crew did not correct, and sometimes it was a more general condition or culture that was developed on the boat. In any case, the performance of the team, of the organization, was very closely linked to the performance of the leader. This is the natural result of a leadership model which is personality centered. I can give you an example of the power of this model in its ability to propagate errors uncorrected. As the captain of the USS Santa Fe, I remember giving my first order to the officer of the deck during a drill we were running on the propulsion plant: He ordered it, but the helmsman, the youngest kid in the control room, just squirmed in his chair. Well, that was the first and last order I ever gave on that ship. We need to change the way we treat

each other, especially at work. We need a new model of leadership. The fundamental problem is the concept that people lead people. If people lead other people, then that means there are large numbers of people who simply follow other people. Where is your energy, passion and ownership? In this new world of intellectual work, people lead themselves. Think about it, what would it take for you to give your all, assuming your supervisor cannot see how hard you are working? At the same time, it rejects the notion that leaders lead people. What do leaders do then? Well, they create the structures where people lead themselves. This is difficult and takes significant thought, creativity and boldness. In our work, we have developed a model that requires strength in all three of the following areas in order to make this shift: People need control over how they work and what they work on. People need time to zealously study their craft and become masters. People need to have a connection to something beyond themselves. Once we have set up a workplace with these attributes, we can achieve things that command-and-control leadership organizations will never do. Not only can we be supremely effective, but that effectiveness will live on and on. It will endure past the tenure of any particular leader. This will create a resilient organization that adapts to changes in the environment. Additionally, we will naturally create leaders throughout the organization. It will happen because of the way we run the organization, not because we have some kind of leadership development process. Everyone will be used to interpreting situations, considering the goals of the group and making decisions to best accomplish them. Now in the military, we love briefs. This is where we gather around the map and the general sweeps his arm back and forth describing in clear terms what everyone will do. What could be wrong with that? Well, the problem is that it is passive for everyone except the briefer. Everyone else just shows up and gets briefed. What did these attendees do the 12 hours prior to the brief? What we did was eliminate briefs and perform certifications instead. In a certification, the officer in charge asks questions. He needs to know what everyone will do because he is administering a test. But every member has thought about his or her job, what he or she needs to do, what he or she can do, and what ideas that person has for making it better. Imagine the powerful difference multiplied hundreds of times over many days and in many places in an organization! Now, why is it so hard? It requires an egoless leader and putting process above personality. For more information on LCE, visit www.

Chapter 8 : 20 Tips for Re-energizing Your Workers

A workplace must foster innovation and well-being. To provide an environment that does this, designers must respect the needs of users, support their distinct ways of working and providing an open canvas that fosters active collaboration.

For that, you need something a little more Getty As companies grow, they create routines and processes. Management seems to think this will make their companies more efficient. It might, but routines and processes also sap employee energy. And fast growth, and high rates of change, are all about employee energy. How can you energize employees? With random moments - praising employees on the spur of the moment, doling out spot bonuses, or unexpectedly paying for a nice dinner out, for example. I know this sounds counterintuitive, but the routine you probably need the most is one to create the random moments that will help energize your team. Energy is key to growth. Energy is an internal force that propels employees to move forward and keep moving forward. Energized employees have a high sense of urgency to get things done. We can measure energy and urgency, and we can manage it. Energy is not engagement. Engagement leads primarily to retention. Unfortunately, high retention rates do not equal high performance. Random actions improve employee energy. Routine, bureaucratic processes may improve fairness, but they do not positively impact energy at work. Do more meetings make you feel more energized? Purposefully creating random interventions helps increase a sense of urgency and our energy to move forward. The minute your practice or intervention turns routine, it starts to have diminishing effects on energy. I witnessed just this, and was able to use it to my advantage, in my position as founder and CEO of eePulse, a technology- and data-driven human resources consultancy. Like many of our clients, we had to figure out how to re-direct employees who seemed to insist on working on low-priority items. Oct 2, More from Inc.

Chapter 9 : Re-Energizing the Workplace

"The right workplace setup not only contributes to productivity and engagement but ultimately becomes a competitive advantage" In this context, productivity improvement becomes a tangible outcome of an energizing workplace and not just a number resultant from an equation calculating input vs output forgotten in some organizational scorecard.

Re-imagining Leadership, Re-energizing the Workplace By David Marquet We are in the midst of an epidemic of apathy and anemia in our workplaces. By many measures workplace satisfaction, happiness and worker engagement are dropping. Workplace satisfaction in particular is at an all time low since the Conference Board starting conducting its survey in The costs of this dissatisfaction and disengagement are huge in terms of productivity for employers and in terms of happiness for employees. Performance was low, morale was low, and everyone was hanging around waiting to be told what to do. You may have had a job where you were transported into apathy and disengagement. Think about the characteristics of that job and the leadership in that workplace. When companies encounter these problems, their response is to study leadership more, and to invest more in executive coaching and employee empowerment, only for the problem to stubbornly persist. The effect is the same as using a map of Chicago to navigate your way around Paris. We need to think anew about what leadership is. How did we get here? For thousands of years work was primarily physical. If your family were the official statisticians measuring the portion of workers doing primarily physical work and the portion of workers doing primarily intellectual work starting in ancient Greece, basically nothing would have happened for 80 generations. It would have been a boring job. The vast majority of workers have been engaged in agriculture, a physical activity. With the industrial revolution, jobs started shifting from agricultural to industrial. However, this was still primarily physical labor – running a sewing machine, filling a furnace. Physical work has certain characteristics. For one thing, it lends itself to visible observation. I can see whether the hoe is going up and down or the bobbin is moving. As a result physical labor lends itself to coercive control. Our current leadership model developed over the thousands of years when work was physical and is, in a sense, optimized for that kind of work. It is the model we see in the classics of literature, in movies, and in the stories we tell about our civilization. Suddenly, the fundamental nature of work is changing. We are living through a time when the primary component of work is becoming intellectual, not physical. The fact that I can actually measure these changes means that this is happening very rapidly on a human scale. All of a sudden, my statistician job, after years, is exciting! Even work that has been primarily physical is becoming more and more intellectual. A worker producing machine parts used to run a lathe where the interface was his hands and now he is running a complex hundred thousand-dollar 3D CNC machine where the interface is through a computer. If you apply a leadership model that was developed and optimized over thousands of years to manage work that was primarily physical to work that is primarily intellectual, it would be surprising if there were a perfect fit. I experienced these contradictions in the following way. Our leadership model was all about command and control, exuding confidence, creating visions, motivating workers and setting clear expectations. For many of us in positions where we were responsible for team outputs, we have lamented why portions of our team exhibited little energy, passion, and ownership. If humans in midlife require empowerment, then either we were born unempowered or we were born empowered and were subsequently disempowered. It seems unlikely that the species that took over the earth could possibly be born unempowered. So we must have been disempowered somewhere along the line. At what point were we disempowered? When, why, and how did that happen? Finally, I was deeply troubled by the monumentally bad performance of some teams from time to time. My experience was in the submarine force, where occasionally groundings and collisions will occur, but I read about companies imploding as well. When we look at organizations that have failed we often see that bad decisions at the top caused the failure. In submarines, sometimes it was a specific decision the captain took that the crew did not correct and sometimes it was a more general condition or culture that was developed on the boat. In any case, the performance of the team, of the organization, was very closely linked to the performance of the leader. This is the natural result of a leadership model which is personality centered. I can give you an example of the power of this model in its

ability to propagate errors uncorrected. He ordered it but the helmsman, the youngest kid in the control room just squirmed in his chair. Well, that was the first and last order I ever gave on that ship. We need to change the way we treat each other, especially at work. We need a new model of leadership. The fundamental problem is the concept that people lead people. If people lead other people, then that means there are large numbers of people who simply follow other people. Where is your energy, passion, and ownership? In this new world of intellectual work, people lead themselves. Think about it, what would it take for you to give your all, assuming your supervisor cannot see how hard you are working? At the same time, it rejects the notion that leaders lead people. What do leaders do then? Well, they create the structures where people lead themselves. This is difficult and takes significant thought, creativity, and boldness. In our work, we have developed a model that requires strength in all three of the following areas in order to make this shift: People need control over how they work and what they work on. People need time to zealously study their craft and become masters. People need to have a connection to something beyond themselves. Once we have set up a workplace with these attributes we can achieve things that command and control leadership organizations will never do. Not only can we be supremely effective, but that effectiveness will live on and on. It will endure past the tenure of any particular leader. This will create a resilient organization that adapts to changes in the environment. Additionally, we will naturally create leaders throughout the organization. It will happen because of the way we run the organization, not because we have some kind of leadership development process. Everyone will be used to interpreting situations, considering the goals of the group, and making decisions to best accomplish them. Now in the military, we love briefs. This is where we gather around the map and the general sweeps his arm back and forth describing in clear terms what everyone will do. What could be wrong with that? Well, the problem is that it is passive for everyone except the briefer. Everyone else just shows up and gets briefed. What did these attendees do the 12 hours prior to the brief? What we did was eliminate briefs and perform certifications instead. In a certification the officer in charge asks questions. He needs to know what everyone will do because he is administering a test. But every member has thought about their job, what they need to do, what they can do, and what ideas they have for making it better. Imagine the powerful difference multiplied hundreds of times over many days and in many places in an organization! Now why is it so hard? It requires an egoless leader, and putting process above personality. His bold and highly effective leadership techniques emphasize process over personality and empowerment over ego. You can learn more about David Marquet and his consulting firm, Practicum, Inc.