

HANDLE WITH  
CARE:



CREATIVE, LOW-COST WAYS TO RAISE  
MORALE, INCREASE COMMITMENT,  
AND REDUCE TURNOVER

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BARBARA A. GLANZ

# **HANDLE WITH CARE: MOTIVATING AND RETAINING YOUR EMPLOYEES**

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**Barbara A. Glanz, CSP**



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## **Praise for *Handle with CARE***

*You won't get far into this book without realizing an overwhelming sense of responsibility for your employees because so much employee turnover is caused by the relationship with their supervisor. Just a little further into the book you no longer feel overwhelmed, but excited about all the ways you as a leader can make a difference. I enjoyed the book from cover to cover, but it could also serve as a quick reference for those times we as leaders need to get out of the box to make our companies great places to work.*

—Joy Flora, President, Merry Maids

*People want to do good work—if they know their manager cares. This book shows managers how to care.*

—Jim Cathcart, author,  
*The Acorn Principle and Relationship Selling*

*Barbara Glanz has figured it out! Have you? The deepest need in human existence is to know that we are loved, accepted, and engaged in work that matters—and this doesn't change just because we walk through the front doors of the office. Address this need in your employees and you will inspire a level of commitment and dedication that the competition finds incredibly hard to replicate! Barbara builds the business case for creating a sense of joy and aliveness among your employees and then offers hundreds of creative ways to get there.*

—Kevin Freiberg, co-author of the best-selling  
*NUTS! Southwest Airlines' Crazy Recipe for  
Business and Personal Success*

*Through a unique combination of research, personal experience, and inspirational passion, Barbara shares hundreds of practical, creative ideas for anyone wanting to keep their best and brightest employees.*

—Tom Heetderks, Senior Director,  
People Development, KFC

*Do you want to bring some heart, soul, and humanity back into your workplace? Read this awesome book! Barbara Glanz has compiled joyful, touching tips that will help you to unleash the power of positive energy in your organization and keep your team happy, strong, and invested in their work.*

—Patti Rager, R.N., President and Publisher,  
*Nursing Spectrum*

*This book challenges all of us who lead to spend more time on our most important asset—people. Don't just read this book—practice it!*

—DeBorah Lenchard, Professional Development and Education, Chicago Mercantile Exchange

*Leaders: learn from this book and CARE for your people if you want a stable, productive workforce in this turbulent decade.*

—Roger E. Herman, CSP, CMC, FIMC, author, *Keeping Good People, How to Become an Employer of Choice and Impending Crisis*

*Your success as a manager or supervisor depends on the performance of your people. This book will help you get the very best they are capable of giving.*

—Mike Stewart, CSP, author, *Close More Sales! Persuasion Skills That Boost Your Selling Power*

*So many people rarely hear a sincere word of appreciation, that when they do, it really brightens their day—and they often tell others about it. I love handling people with CARE!*

—Jim Gwinn, CEO, CRISTA

*Barbara Glanz has written a thoughtful, provocative book for business managers and leaders who want to create ideal workplaces that foster creativity, motivation, and loyalty. Through research studies and vivid examples, she proves that relationships and sense of purpose are paramount to ideal work, and then offers meaty stories from real-world examples to show how organizations are striving to offer joy and meaning to employees.*

—Catherine D. Fyock, CSP, SPHR, author, *Get the Best*

*Anyone who supervises or manages others needs to read this book. Handle with CARE is filled with dozens of examples of what top companies are doing to recognize, reward, and rev up their employees. Using research results, case studies, and immediately implementable action ideas, Barbara Glanz is a master at showing us how to CARE for our employees.*

—Joan Brannick, Ph.D., author, *Hiring@NetSpeed*, and co-author, *Finding and Keeping Great Employees*

# Dedication

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**To my God, who has blessed me with the awesome privilege of being His messenger in a hurting world.**

**To my husband in Heaven, without whose love and support I could never have become the person I am.**

**And to all the supervisors and managers out there who are already CARE-ing for their precious employees.**

The author has donated 10% of all royalties from this book to CARE International Relief and Development Agency.

# Foreword

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**I**t is often said that the little things make the biggest difference. This is particularly true when energizing and engaging employees in the workplace.

If every leader read this book and adopted a few of the simple to implement ideas presented by Barbara Glanz, the workplace would be a warm and friendly place. And there would never be another discussion about employee retention.

As an HR leader, I am dismayed to find that business leaders often fail to pay attention to the little things that make the biggest difference in the lives of their team members. A pat on the back, a high five, or a simple “thank you” can be more effective than a raise or a bonus if it comes from the heart.

This book provides simple, yet effective ideas from real life leaders and organizations that can be implemented in any work environment with wonderful results.

Barbara Glanz has presented practical and useful suggestions to help business leaders retain the best talent. This book should be part

of every manager's toolkit. It is full of ideas that work in any environment to engage the hearts and minds of employees.

—Libby Sartain  
Senior Vice President  
and Chief People Yahoo,  
Yahoo! Inc.



# Preface

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**T**his book has come out of my deep passion to help organizations create workplaces that are more caring, creative, and fun. It is my belief that the place where one works should be a place of *joy*. We spend more hours of our lives in that place than in any other, and the good news is that it is not hard for this spirit to happen and it doesn't have to cost a lot of money. As you will see, that spirit of joy can begin with just a single person anywhere in an organization and it can spread throughout a workplace in ways that are almost miraculous.

This book is a testimonial to those individuals and organizations that have made a commitment to creating a workplace that is more than just about the bottom line. We have spent so much time in the past decade focusing on systems and processes that we have forgotten about human beings. And now, with the advent of technology that goes beyond our wildest dreams, it is even more critical for organizations to focus on their people.

All the research shows that what people really want much more than money is a feeling that their work is important and appreciated and that they are respected and valued as human beings and partners in whatever work they have chosen. We interviewed over 1,200 non-

management workers in preparing this manuscript, and we found some interesting things:

- ▶ People do not quit organizations. They quit bosses.
- ▶ People are searching for a sense of purpose and meaning in their work, no matter what that work is.
- ▶ People want to be respected as whole human beings with a life outside of work.
- ▶ People will do almost anything for a supervisor or manager who respects and appreciates them.

We know that the average cost of replacing an employee is approximately \$50,000, and the current labor pool is shrinking. So, retention is a critical issue for nearly every organization in business today. As I have interviewed people across the country, I have asked them the question, “Why did you leave your last job?” Amazingly, 7% said they left their last job *because their supervisor or manager did not say “good morning” to them*. Keeping good people can be as simple as treating people with common courtesy!

Over and over, as I speak and consult with organizations, I am finding that many supervisors and managers exemplify what the decades-old Peter Principle suggests: people are promoted to their level of incompetency. What I find is that very often supervisors or managers have been promoted because they were great at a frontline or lower-level job; yet most of the time they are given little, if any, training for this new position. It is just assumed that because they were great at a lower-level job, they will be good at this one.

Understandably, these bosses are often insecure and fearful in their roles, and they simply do not understand what their employees really want. Instead, they try to find ways to give them more money or benefits, and spend little or no time on building relationships. This book is all about the importance of relationships and recognizing workers as human beings. When supervisors and managers *really internalize* the

principles in this book and then have lots of choices of ideas to make these principles come alive in their workplace, I guarantee that turnover will go down, productivity will go up, and people will begin to truly enjoy their work experience.

This book is divided into four parts:

**Part 1. The Research.** The first section will be a discussion of the purpose of the book and some foundational concepts and models, other current research, the process of our research, and the research results directly from frontline workers.

**Part 2. Ideas and Stories from Managers, Employees, and Organizations Who CARE.** This section will focus on the results of the research from the perspective of an actual manager's experience with frontline workers and professional staff.

**Part 3. How to CARE: Dozens of Action Ideas.** The third section is a resource of dozens of immediately applicable action ideas to support the research results. These ideas are organized according to the acronym "CARE," representing the elements of a joyful workplace: C = Creative Communication; A = Atmosphere and Appreciation for All; R = Respect and Reason for Being; E = Empathy and Enthusiasm.

**Appendices.** This part of the book contains exercises and tools for managers and supervisors to use with their employees on an ongoing basis to determine their progress in creating a "CARE-ing" environment as well as a bibliography.

This book is intended primarily for supervisors and managers and those who would like to be one someday. Since they receive the least amount of training in most organizations and the research has shown them to be the *most critical link* to employee motivation and retention, their behavior will, to a large extent, determine whether or not employees are happy and productive. I would like to help them

become leaders who affirm, support, develop, and coach their employees instead of bosses who criticize, demand, and intimidate them.

Use this book as a resource and guide to help supervisors and managers in any organization to

- ▶ understand what their employees *really* want,
- ▶ “whack” their thinking with dozens of simple, low-cost, creative ideas that they, too, can implement in their workplaces, and
- ▶ use tools to measure how they are doing in their desire to motivate and retain their employees.

It is my belief that after reading this book, supervisors and managers should be held personally accountable for the turnover in their departments. As they learn to build relationships on the human level and to create an environment of trust, respect, and joy, their employees will choose to do their best work, and everyone will win.

In the fourth annual *United States @ Work*® Study 2000, Aon Consulting's Loyalty Institute found that “Management's ability to create a ‘sense of pride and spirit’ in an organization is the most effective way to recruit, retain, and motivate a high-performance work force.” Please share your ideas with me as you find ways to bring more joy to your places of work. Together we can help to make this world a kinder, gentler place for all of us to live and work.

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