

“Saying I Love You at Work Place”

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Abstract: Employees are a company's greatest asset - they're your competitive advantage. You want to attract and retain the best; provide them with encouragement, stimulus, and make them feel that they are an integral part of the company's mission. Your company is truly only as great as the people who embody the mission of your organization, those who go above and beyond to see the company succeed and to make your customers happy. The key is to recognize them, to make them believe that u care for them, i.e u Love them.

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I. Introduction

Employees as **Assets** or **Liabilities**? Does your organization consider employees to be an asset or a liability? Most consider them to be liabilities. ... If Human resources is a “cost center” in your organization, then you definitely do ??? “Always treat your employees exactly as you want them to treat your best customers/partners” - **Stephen R. Covey**

“When people are financially invested, they want a return. When people are emotionally invested, they want to contribute” – **Simon Sinek**

“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: Employee Engagement, Customer Satisfaction, & Cash Flow. It goes without saying that no company, small or large, can win over the long run without Energized Employees who believe in the mission and understand how to achieve it.” – **Jack Welch, former CEO of GE**

A study conducted by **KRC Research for OGO** (David Novak) found nearly nine in 10 middle management employees feel unrecognized by their supervisors, while 88% also feel unrecognized by their co-workers. The study also discovered six in 10 employed Americans say they are more motivated by recognition than they are from money. It also states that Lack of acknowledgment has a direct impact on productivity as well, with 40% of employed Americans saying they’d put more energy into their work if they were recognized more often.

- 7 in 10 (70%) Americans wish they were recognized more; 8 in 10 (83%) of Americans say they could do more to recognize others while nearly half would reciprocate if they were recognized more
- Three quarters of Americans have kept a handwritten note or other recognition memento they've received – the average oldest homemade gift Americans own is an average of 18 years old
- Nearly half of Americans say they'd feel a greater sense of well-being (49%) and feel more pride in themselves (48%) if they were recognized more often
- 61% of Americans feel they've made a difference in someone's day when they recognize others
- Nearly 9 in 10 (87%) middle management employees feel unrecognized by their supervisors, while 88% also feel unrecognized by their coworkers
- Workers say an average of 50 days – or nearly two months – pass between moments of recognition

A recent study from the **Center of Creative Leadership** found that only about 40 percent of employers formally tell high-potential employees (HiPo) they are considered a star. Of HiPos that were not told they were seen as having potential, 33 percent were looking for another job. Only 14 percent of HiPos who were told they were high potential were looking for other opportunities. High potentials should receive more development opportunities—such as special assignments and training as well as mentoring and coaching from senior leaders—than other employees. This is as it should be, according to the respondents: 84% of high potentials agree that organizations should invest more in them and other valuable talent. The extra investment is one reason why being formally recognized as a high potential is considered important.

Survey respondents also generally expressed positive feelings about being identified as a high potential by their organization. At the same time, the designation isn’t exclusively a win for those in the pipeline. For

some, there is a feeling of increased pressure or anxiety around high expectations or performance; others experience frustration around the organization’s unclear intentions.

The most frequently mentioned way to increase commitment and engagement among all high potentials is to help them identify a career path. High potentials want to have a picture of where they are going and to understand next steps in terms of development, experience, and movement. In addition, as high potentials receive greater responsibility, they are also looking for greater authority to make decisions that have a significant impact on the organization.

While high potentials are the recipients of increased opportunities and investment, they are also talent developers in the organization. Many (84%) are actively identifying and developing potential in others. They have insight and experience that is needed for developing the next layer of high potentials, as well as the larger talent pool.

An Intensive study from **Steelcase partnered with the global marketing research firm IPSOS** covered 12,480 officeworkers in 17 countries on four continents. Within each of the 17 participating countries, online survey was administered to a representative sampling of office workers who worked in companies with more than 100 employees within various levels of jobs from Senior managers to clerks.

Global Average	13%	Russia	9%	U.S.A	14%
France	5%	Canada	11%	Saudi Arabia	19%
Belgium	6%	U.K	11%	South Africa	20%
Netherlands	7%	Germany	12%	United Arab Emirates	22%
Spain	7%	Turkey	12%	Mexico	24%
China	9%	Poland	13%	India	28%

Gallup's 1 study on the State of the Global Workplace in 142 countries reveal that only 13% of employees worldwide are engaged at work. In other words, about one in eight workers -- roughly 180 million employees in the countries studied -- are psychologically committed to their jobs and likely to be making positive contributions to their organizations.

Worldwide, Actively Disengaged Employees Outnumber Engaged Employees by Nearly 2-1

2011-2012 results among employed residents, aged 18 and older, in 142 countries and areas

	2009-2010	2011-2012
Actively disengaged	27%	24%
Not engaged	62%	63%
Engaged	11%	13%

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The bulk of employees worldwide -- 63% -- are "not engaged," meaning they lack motivation and are less likely to invest discretionary effort in organizational goals or outcomes. And 24% are "actively disengaged," indicating they are unhappy and unproductive at work and liable to spread negativity to coworkers. In rough numbers, this translates into 900 million not engaged and 340 million actively disengaged workers around the globe. The 13% of engaged employees in the 2011-2012 study has ticked upward from the 11% in Gallup's previous global workplace assessment, conducted in 2009-2010. Furthermore, the proportion who are "actively disengaged" has dipped from 27% to 24%. However, low levels of engagement among global workers continue to hinder gains in economic productivity and life quality in much of the world.

Engaged Workers Most Common in U.S. and Canada, Actively Disengaged in MENA.

As in Gallup's previous employee study, engagement levels among employees vary across different global regions and among countries within those regions. At the regional level, Northern America (that is, the U.S. and Canada) have the highest proportion of engaged workers, at 29%, followed by Australia and New Zealand, at 24%.

Regionally, Engaged Employees Most Common in the U.S. and Canada

More than one in three workers in the Middle East and North Africa region are actively disengaged

Region	Engaged	Not Engaged	Actively Disengaged
United States and Canada	29%	54%	18%
Australia and New Zealand	24%	60%	16%
Latin America	21%	60%	19%
Commonwealth of Independent States and nearby countries	18%	62%	21%
Western Europe	14%	66%	20%
Southeast Asia	12%	73%	14%
Central and Eastern Europe	11%	63%	26%
Middle East and North Africa	10%	55%	35%
South Asia	10%	61%	29%
Sub-Saharan Africa	10%	57%	33%
East Asia	6%	68%	26%

2011-2012

GALLUP

Not all economically developed regions fare as favorably; across 19 Western European countries, 14% of employees are engaged, while a significantly higher 20% are actively disengaged. However, the highest proportions of actively disengaged workers are found in the Middle East and North Africa (MENA) and sub-Saharan Africa regions, at 35% and 33%, respectively. The findings also reveal differences among employees with different job types and at different education levels within countries. Recognizing these differences can help managers understand how societal factors could affect workplace characteristics and help them identify specific barriers they must overcome to build more engaged workforces. See the full report for results by job type and education level. Regardless of region or industry, businesses seeking to adapt to rapidly changing global economic conditions must learn how to maintain high-productivity workplaces and grow their customer bases in widely varying social, cultural, and economic environments. Systems for reliably measuring and improving employee engagement across industries and regions worldwide are vital to that goal.

Bottom Line: People spend a substantial part of their lives working, whether in a high-tech startup in Singapore, a financial institution in Australia, or a garment factory in the Dominican Republic. As a result, the quality of their workplace experience is inevitably reflected in the quality of their lives. Gallup's finding that the vast majority of employees worldwide report an overall negative experience at work -- and just one in eight are fully involved in and enthusiastic about their jobs -- is important when considering why the global recovery remains sluggish, while social unrest abounds in many countries. Business leaders worldwide must raise the bar on employee engagement. Increasing workplace engagement is vital to achieving sustainable growth for companies, communities, and countries --- and for putting the global economy back on track to a more prosperous and peaceful future.

A set up where individuals come together and work in unison to achieve a common goal is called as **Organization**. Individuals working together in an organization for a goal and purpose are called employees. Employees are the biggest lifeline of an organization and contribute effectively to its successful running and profit making. An organization can't survive if the employees are not united & motivated for a common goal. In the employment marketplace, the most valued and talented employees have the most options. They will be the first to leave your organization when a more appealing opportunity presents itself. Considering the current volatilities facing workplaces today, it's more important than ever to implement retention strategies to hang on to your top performers. Organizations with leaders who make their workplaces more human will win in the war for talent in the future. Even if it makes you uncomfortable to talk about, make it a priority to foster an environment where employees feel the love. They will love you back.

You don't need to use the word love. Is there a word more challenging to define than love? In our conversations with executives who describe themselves privately as love-oriented leaders, we discovered that some explicitly use the word and some don't. Furthermore, they have many different meanings and understandings of the word. You might prefer to use words like compassion, respect, or kindness. That's enough what is required. They all speak to the same core idea, which is intentionally expressing concern and care for the

well-being of another. Decide what it means for your people & the organization. Furthermore, you don't even need to talk about it. Let your actions, policies, products, and services do this instead.

So what does a culture of companionate love look like? Imagine a pair of co-workers collaborating side by side, each day expressing caring and affection towards one another, safeguarding each other's feelings, showing tenderness and compassion when things don't go well. Now imagine a workplace that encourages those behaviors from everyone, where managers actively look for ways to create and reinforce close workplace relationships among employees.

II. The Power of Recognition

You can help create a work environment that the people around you enjoy more. Simply recognize the value of what they do more often. Congratulate them more. Thank them more. Don't fake it. It has to be real. Just focus a bit on regularly catching them doing something right. Then tell them. You'll enjoy it too. Who are you going to make feel good about working with you today?

Employees who consistently feel valued and appreciated by their employers are far more likely to put in significant effort on the company's behalf. A 2012 survey of more than 1,700 adults by the American Psychological Association found, according to its release, "Employees who feel valued are more likely to report better physical and mental health, as well as higher levels of engagement, satisfaction and motivation, compared to those who do not feel valued by their employers."

1. Create a welcoming environment for new hires.

You have probably felt new job jitters -- and it's not a fun experience. In an effort to make new hires feel welcome and appreciated from Day 1, create an onboarding process designed to inform and engage them. Ask current employees their opinions about the onboarding process. Be open to suggestions for improvements to create a smooth transition for new hires. Give new hires a personal tour. Introduce them to people they will work with on a daily basis, as well as those they will encounter only on occasion. Ease the "new kid" jitters by casually introducing the fresh recruits to others and familiarizing them with the office layout.

The core is to make them feel they are valuable for the organization & their entry into the family is celebrated as one celebrates on a birth of a new kid. The core is to say "I Love You".

2. Make appreciation part of how you do things.

This starts very simply with saying "thank you" more often. Nothing diminishes a relationship faster than feeling taken for granted. A sincere thank you, even for small things, has positive effects.

If you watched any of the basketball tournament, you would have probably noticed that after a player shoots a free throw in a game, all four teammates usually come and give the shooter a high five or a slap on the back. It's a ritual of appreciation and support that has become part of the game.

As a leader, you should consider how you can create your own rituals of appreciation. Adding an agenda item to the beginning of every meeting for peers to acknowledge and thank each other can be a meaningful step toward creating an appreciative culture.

3. Recognize effort, not just performance.

In early years in my career, I remember a leader explaining that recognition and rewards were only for exceptional performance. "If you want recognition for doing what is expected of you, take a look at your paycheck. That's what we pay you to do."

This mindset is sadly still alive and well in too many workplaces, fueled by a fundamental misunderstanding of the 80/20 rule. The problem, of course, isn't that recognizing exceptional performance is bad, but rather that a vast majority of our employees show up every day to work, give a good day of effort, and deliver average performance — thus being overlooked in this model of recognition.

The key is to extend recognition and appreciate beyond those who perform exceptionally. One simple way to do this is to encourage managers to create an appreciation list for each employee as part of preparing for their one-on-one meetings and performance reviews.

An appreciation list is about more than performance, it's about anything the employee does that has a positive impact on the team and organization. These lists might include an appreciation for being dependable, always remembering team members' birthdays, or always having a positive attitude. These are things often taken for granted and rarely verbalized.

2. Publicly recognize achievements.

A verbal thank-you is always appreciated. But being publicly recognized for achievements can be even more meaningful. To show employees they're appreciated, don't hesitate to celebrate their accomplishments and milestones before the entire staff.

Public recognition could take the form of an employee-of-the-month award or a potluck meal that marks a staffer's years of service. Whatever the case, don't downplay employees' hard work.

Not only does publicly recognizing individual achievements make employees feel appreciated and valued; it can also help boost team morale, I believe. Of course, employers should never seem to play favorites. Actively look for opportunities to reward all members of your team.

4. Make time for more conversations.

When most of us think about how we demonstrate love to those most important to us, it often can be boiled down to making time for them. When someone makes time to spend with us, we feel valued because time is a scarce resource.

At the manager level, this means making time for conversations with employees about their work experience and development. In our company, we are starting a monthly “GOOD LUNCH”, wherein 2 random employees will have a monthly GOOD lunch with their 2nd line leader. Every 2nd line manager will have it with 2 of his 2nd line reporting team member. The key to these conversations as a leader is asking good questions. For example, “What did you learn last month?” or “How are you feeling about work right now?” Then, shut up and listen. It's also important for peers to spend time together not working.

When organizations create space for this, employees have conversations and get to know one another. It's in these moments that the feeling of “family” is created.

5. Take an interest in the employee as a person.

While work-related interactions should come first, employers should try to get to know employees on a more personal basis. This doesn't necessarily mean getting together for an all-night pub crawl or being overly involved in relationship. There are plenty of more appropriate ways for employers to express an interest in employees; personal lives.

For starters, know their names and their significant others' and children's names. This can make a world of difference to employees.

Take things a step further and occasionally ask employees what they did over the weekend or how their families are doing.

Spending the time to talk to people about their lives outside work shows a genuine interest in them as individuals and sends a message that they're more than just hired hands.

6. Set aside time for employees.

It's easy to get caught up in day-to-day activities and forget to check in with your people. Regularly spending time with employees could make them feel valued and respected. So taking even a few minutes out of your day to catch up with staffers can be beneficial.

Employees might find it hard to feel the love from a boss or manager who's rarely spotted outside a closed door. Let staffers know that your office door is always open. Better yet, show them.

7. Remember, little things matter.

Simply giving employees a pat on the back for a job well done can make them feel appreciated as well as encourage them to continue doing what they do well.

Spend time to help employees with their work issues. They'll appreciate your willingness to give a helping hand. Taking their side in client-related matters says a lot to employees. These things don't require a lot of time or effort but clearly demonstrate an employer's sincere appreciation for staff.

A World at Work survey in 2013 measured trends in employee recognition among more than 470 respondents. Eighty-one percent of respondents said when managers support recognition programs, it advanced employee engagement, 79 percent cited a gain in satisfaction and 79 percent also cited a boost in motivation.

By harnessing the power of recognition, organizations can revitalize company culture and connect people back to the company, creating a catalyst for bottom line results and widespread confidence that everyone is important in the organization. If recognition programs have such a positive effect on engagement, satisfaction and motivation, they might also help drive out **toxic behaviors** at a company.

Below are some common toxic behaviors that can destroy a company's culture and how a recognition program could help mitigate them:

1. Aggression.

Some 37 million U.S. workers have experienced abusive conduct at work and 65.6 million are affected by it, the Workplace Bullying Institute projected by applying prevalence proportions from data analyzing 1,000 responses. The institute's survey last year showed such conduct prompts turnover, causing 61 percent of bullied respondents to lose their jobs and 29 percent of those bullied to voluntarily leave to avoid mistreatment.

Witnessing workplace bullying can result in employees' feeling a company's culture is unsafe, suppressing their voices and causing them to tiptoe around issues. A culture like this robs employees of their power, making them unsure about when they can speak up and careful of whom they speak to. The stress and worry can wreak havoc on employees' emotional health, resulting in more sick days and absences -- and stifling productivity.

Create a culture of transparency by implementing a recognition program driven by peer feedback. Use a tool or platform to motivate employees to give feedback to one another publicly. Employees are more likely to carefully and considerately construct their written praise and criticism when it's available to their peers for review than if were anonymous.

Keeping the tone of feedback positive encourages a more productive response to suggestions for improvement. Enforce an open communication policy and be clear negative communication and bullying is not tolerated.

2. Self-centeredness.

The Institute of Leadership and Management recently surveyed more than 1,000 managers, revealing the most common unethical workplace behaviors. Fifty-seven percent of managers surveyed said they saw employees take credit for other people's work.

When employees receive help from a co-worker, ask them to immediately recognize it. This can shift employees' focus from being so concerned about their own personal achievements and encourage them to think about the help received from others. Timeliness is key. A platform that's mobile enabled or easily accessed might encourage this practice.

3. Dishonesty.

Dishonesty can weaken a workplace culture and open the door to myriad problems such as betrayal and stealing that could quickly corrupt a business.

A recent study published in the *Journal of Applied Psychology* revealed how lying can lead to larger workplace transgressions. During one experiment, researchers found subjects given 25 cents for a small ethical indiscretion were much more likely to later commit a more unethical act for \$2.50 than those offered \$2.50 for the same unethical deed up front.

The Institute of Leadership and Management study also found 72 percent of managers witnessed employees' lying to cover their mistakes.

What prompts this behavior? According to CEB, a member-based advisory company, misconduct results from “career moments,” such as poor communication during transitions. CEB's survey of more than 2,200 people in 2012 found misconduct occurs 18 percent less in environments where employees are informed of corporate change beforehand. Plus CEB discovered that organizations can reduce misconduct as much as 37 percent by integrating ethical expectations and guidelines into communications during changes and transitions.

I believe creating a transparent culture is the cure to this toxic behavior. A Towers Watson Global Workforce study last year cited the top three behaviors effective managers should exhibit, according to employees:

The manager does what he or she says.

The manager clearly communicates goals and assignments.

The manager treats employees with respect.

Promote a culture of open communication and teach employees to be honest with one another, while maintaining respect. If employees see a manager engaging in healthy practices such as sharing positive feedback with employees, staffers will be encouraged to do the same.

4. Disengagement.

Gallup's study on the State of the Global Workplace clearly shows that only 13 percent of the workforce are engaged, it's no longer news that disengagement is a big issue. York College's Center for Professional Excellence's 2013 study of more than 400 human resources professionals analyzed their work experiences with recent college graduates. Respondents were asked if the “work ethic of new employees has improved, remained the same, or gotten worse over the past five years.” Almost half the respondents cited a decline in the work ethic, with more than 86 percent citing as a cause a casual attitude toward work or passivity; 71 percent referring to a lack of being self-driven; 69 percent citing a dearth of ownership and 65 percent noting employees' “not understanding what hard work is.”

Manager recognition and empathy are the cure. A 2012 survey by Orion Partners found 85 percent of 2000 U.K. respondents thought their managers cared more about what they did than how they were feeling.

Be as concerned with how employees feel (if not more) than how they work. I believe that when employees feel cared for, they work harder.

Develop a system so employees can receive frequent and timely recognition. But not all the responsibility for recognizing employees must fall on managements. Use a system that provides for peer recognition as well. Incentivize employees to engage in recognition. They'll be more motivated to become involved.

5. Lack of focus.

It's not so surprising that 74 percent of managers surveyed in the York College study found that employees text message for “nonwork” related purposes instead of focusing on their duties and 65 percent discovered staffers use the Internet at inappropriate times.

With technology readily available, employees have ample opportunities for distraction. Seventy-eight percent of York College survey respondents claimed that technology interrupted employee focus. Though lack of focus might not sound as dire as some of the other toxic behaviors, it still affects a company's growth by diminishing productivity, goal alignment and vision.

But technology can be helpful to an organization when used to enhance a team's communication and meet its goals. Use of a communication platform for employee recognition and reward -- and for reinforcement of core company values -- can help a team better identify the behaviors that are prized. Then employees will seek to replicate such behaviors, creating a more aligned culture.

It is always there — we just need to pay attention. We often get asked, “How do I bring love to my organization?” We think a better question is “How do I amplify and support the love that is already here?” Like a WiFi signal, just because we don't see it, and sometimes are not tuned to it, it does not mean it isn't there. The great thing about love is that it is always present. We just need to tune into it. The moment we do, we see it. Love's presence is evidenced throughout a typical day at work, often in the small interactions, which could easily be overlooked. A welcoming smile in the morning, a kind word from a colleague about your contribution to a project, concern or assistance when a co-worker is struggling, an expression of gratitude, or a simple thank you to a stranger.

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