22 Surefire Ways to Boost Employee Engagement

A data-driven look at how to better engage your workforce, boost company productivity, and increase employee happiness.

by Tim Eisenhauer
Dear Reader,

The ebook you’re about to read was published in May of 2014. Since then, tens of thousands of people downloaded it. The hunger for sanity, practical wisdom, and compassion in the workplace is extraordinary.

The research and advice in this ebook was expanded upon and turned into an entire book about employee engagement.

It’s what prompted me to write my new book...

In *Who the Hell Wants to Work for You? Mastering Employee Engagement*, you’ll discover 23 battle-tested principles to help you quickly and easily master employee engagement to make work more fulfilling and rewarding for everyone in your company. Result: your employees do what you want and need them to do — willingly, happily, enthusiastically, and beyond your wildest expectations!

With these powerful management tactics at your fingertips, you’ll bring the best out of your employees ... and ignite an unprecedented level of engagement ... without strong-arm tactics, hair-pulling misery, or letting people take advantage of your good nature.

[Download the first chapter free.](#)

Thanks for reading.

Tim Eisenhauer
President and co-founder, Axero and Author of *Who the Hell Wants to Work for You? Mastering Employee Engagement*
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“There are a lot of ideas worth listening to in this company”

Companies have figured out what the best leaders knew all along: a strategy is only as good as the people and the systems that carry it out.

The most brilliant business idea takes scores of no less brilliant insights at every step of the execution in order to make it in the real world. These insights must come from people at every level of the organization.

In 1969, Thomas J. Watson, Jr, the second CEO of IBM, said,

_There are a lot of ideas worth listening to in this company. Let’s be sure we’re paying attention. We are never so rich in ideas that we can afford not to._

Old news, right?

The new news is that business insights favor a particular state of mind that business psychologists call _employee engagement_.

They also agree that being engaged in one’s work is not a permanent characteristic of any individual. Rather, it is the way our mind responds when certain conditions are present.

Engagement starts with an individual. From there, it can go out like a light or spread like wildfire.

Companies that have learned to sustain, connect, and communicate engagement in their ranks have created something larger than the sum of its parts – an engaged workplace.
The whys of an engaged workplace are well-known:

- higher productivity
- better customer service
- lower turnover

Now what about the hows? How can rank-and-file employees, managers, and executives each contribute to an engaged culture?

Research shows that these 22 practices of some of the happiest workplaces in America can transform your daily experience, your team, and your business.
Employees: empower the individual
What does a highly engaged employee look like? Latest polls by human capital consulting firms like Gallup, Aon, and Blessings White find several common traits, including:

- taking ownership of projects and tasks
- having a clear understanding of goals and expectations
- being empowered to take action

Ultimately, we are all responsible for our own level of engagement. But it helps to know what triggers our minds to embrace one task and resist another.

Recent inquiry into human motivation by Daniel H. Pink and others points to these intrinsic drivers:

- **autonomy**: the urge to direct our own lives
- **mastery**: the desire to get better at something that matters to us
- **purpose**: the desire to make a difference
- **success**: the need to make progress toward goals
- **community**: the need for social interaction

Individuals at all levels of the organization engage fully when their job triggers an intrinsic driver – and check out mentally or emotionally when it doesn’t.

Can companies take advantage of what their employees naturally want to do? Absolutely.

Here’s how:
1
Hire traits and behaviors.

“
We will hire someone with less experience, less education, and less expertise, than someone who has more of those things and has a rotten attitude. Because we can train people. We can teach people how to lead. We can teach people how to provide customer service. But we can’t change their DNA.

– Herb Kelleher, co-founder and former CEO of Southwest Airlines
Experience and education do not guarantee performance. People generally succeed or fail because of their behaviors and traits. Yet most companies favor technical skills over attitude in their hiring practices.

A study by Leadership IQ found that 46% of new hires fail within 18 months and that 89% of these failures are due to poor attitude rather than lack of skills.

Hire and promote the right behaviors and traits for your culture.

Not sure what these behaviors are? Look for the ones that set your top performers apart from the rest. The best employees typically exhibit both technical and leadership abilities. They build great relationships with customers. They brainstorm and innovate with colleagues.

Can you spot desirable traits and flag the troublesome ones during a job interview?

In his book, Hiring for Attitude, Mark Murphy, founder and CEO of Leadership IQ, recommends that hiring managers probe candidates for coachability, emotional intelligence, motivation, and positive temperament. Ask open-ended questions starting with:

“Why did you...” or “How did you...” or “Give me an example of...”

Encourage the candidate to tell a story. Vary your questions to steer him or her away from canned responses. Probe further into the answers. Look for language and behavioral clues to his or her mindset.
Case-in-point:

Southwest Airlines

For nearly 40 years, Southwest Airlines’ motto has been:

“Hire for attitude, train for skill”.

Attitude rules in selecting every crew member, from a baggage handler to a pilot. When evaluating candidates, the company looks for teamwork, altruism, modesty, taking one’s work — but not oneself — seriously, and “warrior spirit” – doing what is necessary to help the company reach its goals.

Candidates must pass a series of interviews and character tests on the phone and in person. The interview questions are designed to drill down to each person’s motivations, attitude toward others, work ethic, and ability to be a part of a team. According to Linda Rutherford, Vice President of Communication and Strategic Outreach, the company spends a disproportionate amount of time and resources finding the right individual for a job, but that upfront expenditure has helped lower turnover, promote from within, and increase productivity.

Southwest often hires teachers, waiters, or police officers to be flight attendants, because they exhibit a helpful, caring, and eager attitude. On the other hand, the company screens out those industry veterans that view their jobs differently than the star performers at Southwest view theirs.
22 Surefire Ways to Boost Employee Engagement

A research-backed and data-driven look at how to better engage your workforce, boost company productivity, and increase employee happiness.

Straight from some of the happiest workplaces in America, this easy-to-read, information-packed eBook covers 22 practices that will instantly help you increase employee engagement in your company.

You’ll Learn:

- How to amplify employee happiness & morale.
- How to create and sustain an engaged workplace.
- How to boost company productivity.
- The psychology behind what motivates people to be great.
- How to build stronger relationships with your teams.
- How to build trust and cultural integrity.

The tide has turned on the Office Space culture. As pioneers like SAS, Google, and Zappos are adding new dimensions to employee happiness, companies everywhere are investing into employee morale and well-being.

The jury is in and the vote is unanimous:

If you intend to keep up with your competitors, keep your best people, and attract new talent, you must do what it takes to help your employees thrive.

Learn this and more by downloading your free employee engagement ebook today.
Who the Hell Wants to Work for You?

The answer can take your business to the next level...

In *Who the Hell Wants to Work for You?*, you'll discover 23 battle-tested principles to help you quickly and easily master employee engagement to make work more fulfilling and rewarding for everyone in your company. Result: your employees do what you want and need them to do — willingly, happily, enthusiastically, and beyond your wildest expectations!

With these powerful management tactics at your fingertips, you'll bring the best out of your employees ... and ignite an unprecedented level of engagement ... without strong-arm tactics, hair-pulling misery, or letting people take advantage of your good nature.

“Tim Eisenhauer’s new book *Who The Hell Wants To Work For You* is a terrific primer for individuals, managers, and executives who wish to create a culture of superior employee engagement in their enterprises.”

-- Doug Conant - New York Times bestselling author and former CEO of Campbell Soup Company

Tim Eisenhauer, bestselling author, President and Co-founder of Axero, has been featured in:

TIME  CIO  Inc.  CNBC  Entrepreneur  Forbes  TNW  FORTUNE  lifehacker  NetworkWorld  FastCompany  Money  WSJ
Axero is the leading provider of social intranet software for small and medium sized businesses. Our product, Communifire, is a central, instantly searchable hub for your teams, conversations, and documents.

Today, Communifire powers social intranets, collaboration spaces, knowledge management, and internal social networking. Our estimated user base is over two million people. You might have even heard of some of our customers, like Toyota, Hyundai, Bravo, Schneider Electric, TED, About.com, and USA State and local governments.

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