

The Great Workplace

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This book was 25 years in the making.

The Great place to work institute has recognized and studies great workplaces since the early 1980s, and today the institute operates in 40 countries and conducts the largest annual study of the workplace globally.

We know that the employee experience is central to understanding how to create a great work place. It is the employee that determines whether his or her work environment is a great one, not the academic or business guru.

We also know that leaders and organizations grow from the right amount of both challenge and support.

**What makes a great
workplace? Its not what
you do, its how you do it !**

If you are a leader, you must communicate, make decisions and interact with people. To be a leader in a great workplace , you need to deliver your job description and also instill certain beliefs in people as you are doing your job.

A great workplace is one where people trust the people they work for, take pride in what they do, and enjoy the people they work with. As a leader, you need to create and reinforce these beliefs in every communication. You need to do your job differently if you want a great workplace.

Dimensions of a Great workplace

CREDIBILITY	Communication,Competence, Integrity	Open and accessible,integrity in carrying out vision with consistency
RESPECT	Support ,collaborating, caring	Supporting professional development and showing appreciation.
FAIRNESS	Equity, Impartiality,Justice	Balnced treatment in rewards
PRIDE	Personal job, team, Company	Individual , team and company goals
CAMARADERIE	Intimacy,Hospitality,Community	Ability to be oneself

People have a choice everyday in how they mentally approach their work. People can consider work a necessity or a blessing or a burden or an opportunity.

In the best companies, leaders at all levels have a strong commitment to creating strong ties between the employee and the organization. Enhancing trust, pride and camaraderie in the workplace is the central task of effective leadership.

Trust also supports enhanced cooperation-when we trust one another,we are more likely to encourage mutual ground, seek the win win , and resolve conflicts more constructively.

Employees described three qualities that are necessary to their experience in a great place to work : 1. Credibility of leaders, 2. Respect given to employees, and 3. sense of fairness in dealings.

At great workplaces, newcomers to the firm feel welcomed from day 1, they feel as though everyone is working to one goal and there is authenticity at work.

A leader is rarely successful if he/she can't move nimbly enough. What leaders often miss is their ability to mobilize others depends on how much leaders are trusted.

Leaders gain little traction if they set out with initiatives which have no link with the challenges the company faces.

Employee development comes from the behavior of each and every leader. So much of his performance is about setting his expectations and creating a feedback rich environment, recognising and celebrating accomplishments, instilling a sense of purpose and meaning and investing in development

**Credibility is a 2 way street,
but is you the leader who
initiates the relationship.**

When we look at a leaders credibility through the great place to work lens, three things are key: 1. The degree to which leaders share information with people, 2. The expertise they display while remaining open and accessible to employees and 3. the extent to which their actions match their words..

In the best organizations, employees receive information from their leaders and also their workplace bosses. The workplace manager sets the direction for the day, week and month through the communication.

In most companies a sense of ownership is achieved through clear direction, training and support organization wide.

Great leaders create a sense of checks and balances whereby their behavior is evaluated and feedback is given. They go to great lengths to ensure that their internal messaging is matching their external messaging. They don't sugarcoat information.

Reliable leaders communicate honestly even when the information is not good. Honesty is most needed when the company is challenged.

We recommend senior leaders engage in self examination before attempting to better the relationships in the organization.

Top leadership teams should take time to check where their team experience is positive and where negative and take collective steps to create a great work environment. The more predictable a leader is, then employees and teams spend less time second guessing the leader and hence get a lot more accomplished.

Go visit any company's website and search for core values and you will see RESPECT listed as one of them.

Respect means different things to different companies.

A respectful workplace requires leaders to demonstrate a sincere interest in employees as people, not as employees alone. For eg, it might be thanking an employee for a job well done –in a way the employee feels appreciated.

There are three areas where an employee feels he is respected in his firm : the first is support through training and development, appreciation, the second is a sense of collaboration in the company and the third is a genuine caring.

Managers at all levels in the orgn recognize the value of training in building employees capacity to take on the next higher level of roles.

Trust requires credibility, trust requires respect. And trust requires fairness, possibly the most difficult to master.

Why is it difficult for a system to be fair ? One reason is the very nature of fairness. Perceptions of fairness are driven in large part by the processes leaders use to make decisions. Sometimes these processes are visible, sometimes they are invisible.

Some times,. Decision making is not so transparent, leaders must make tough calls while considering multiple variables and in many cases the variables cannot be made known.

The perception of fairness boils down to employees faith in their leaders ability to make egalitarian decisions whether or not they know why they were made.

As if building fairness wasn't difficult enough, leaders must also recognize that fair treatment does not mean equal treatment. If it did , the leaders job would be a lot easier. Decisions must be made that acknowledge the individual while honoring the organization.

A sense of fairness can also build camaraderie , since in such an environment, politics and closed door conversations don't come in.

While pay is one signal of worth in an organization, feeling like an equal member is quite another. We often tell managers to make the decision they feel is right, expect fallout and plan to communicate.

A strong sense of justice , like equity and impartiality, is not easy to obtain in a work environment. It builds on the belief that leaders are credible, and that their actions match their words.

We often tell leaders that fairness cannot be created in a vacuum. More than any other dimension, fairness improves if efforts are also made to strengthen the anchors of trust. Hold managers accountable when it comes to unfair treatment.

When top leaders are involved in decision making, even as a final review , both managers and employees know that fairness is expected.

Pride in your work is elemental, but it also makes a strong impact on an organization's success. Employees who take pride in their job and see their work as having special meaning are more likely to be willing to stretch more. Having a sense of pride leads to more discretionary effort.

Personal pride reflects how an employee sees their individual contribution to the organization. When employees believe that they make a difference, feel that their work has an impact on the organization, then they are more committed.

When people in a great workplace reflect on the work of their team, they experience pride in the collective effort of their workgroup and feel good about their contribution.

Team efforts are not only supported but celebrated in the best companies.

When companies indicate they value teamwork, but then only recognize or reward individual behavior, employees are left with an inconsistent message. Best companies put a premium on behaviors that are consistent with the organization's values , including TEAMWORK.

We find that in great workplaces, employees understand that there is a give and take when it comes to support, and an 'all for one, one for all' attitude . In this type of workplace, employees feel confident of going beyond their job descriptions.

**As a leader, you have to model
this behavior, are u willing to chip
in every time it is needed.?**

When employees feel a sense of camaraderie with their co workers, they feel energized by the work environment. They bring all their skills to the table.

Leaders can take action to foster strong relationships among their workgroups. First and foremost, they can attend celebrations, even if they don't plan them.

A quick way we can size up the degree of camaraderie in any organization is to listen to the higher proportion of we's than they's . When people feel part of the same family, they will use more WE

It is important to understand that it is trust and not money that defines a great workplace, in fact money has the opposite effect to building trust.

Great leaders balance their strong personal commitment with a humble belief that others have an important role in getting success.