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The Levity Effect

Why It Pays to Lighten Up

THE SUMMARY IN BRIEF

If you think work is no laughing matter, the joke's on you. *The Levity Effect* uses serious science to reveal the remarkable power of fun and humor in building a productive, engaged and loyal work force ... and a more successful you.

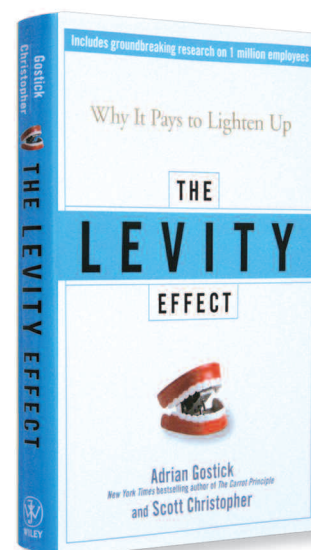
If you doubt levity is good for business, consider this: Lighthearted leaders earn more on average than their more dour peers; entertaining workplaces breed more loyal employees and happier customers; and employees who are considered humorous are vastly more likely to get promoted — especially to senior positions.

The benefits of the levity effect are built on extensive research and case studies from some of the world's most successful organizations. Authors Adrian Gostick and Scott Christopher provide examples of leaders from Virgin, Boeing, Marriott, Nike, KPMG, Zappos and other companies, all of which prove that lightening up leads to real business results.

This summary also presents extensive research on the subject — including compelling data from the Great Place to Work® Institute's 1 million-member database — that reveals that great companies consistently earn significantly higher marks for fun.

IN THIS SUMMARY, YOU WILL LEARN:

- How the levity effect improves workplaces, presentations and relationships in many powerful ways.
- How the levity effect helps to build an engaging, productive work culture and a more successful career.
- How a fun and engaging workplace leads to better business, more focused employees and satisfied customers.
- How engaging your employees in a positive environment is the secret to good business.



by Adrian Gostick
and Scott Christopher

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THE COMPLETE SUMMARY: THE LEVITY EFFECT

by Adrian Gostick and Scott Christopher

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Scott Christopher is an author, speaker and regular columnist for *Workplace HR* magazine. He is the author of the book *Lighten Up*, as well as a film and television actor.

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PART 1: THE CASE FOR LEVITY

So what is levity? In short, it means being light, buoyant even. The problem is, buoyancy doesn't sound very desirable in the business world.

But levity doesn't mean silly or inane. It doesn't mean distracting. Levity is a way to improve a workplace, a presentation or a relationship in ways that can change our work and our lives for the better.

The word itself is derived from Latin, *levitas*, the same root for the word levitate. And that's the secret to levity. It raises things. While in a business setting, some people may distrust it, but when things get tense, drab, slow, stressful and boring, a fork-full of levity can mean the difference between working cohesively toward a goal and being hindered by contention.

Levity Is a Funny Thing

An increasing body of research demonstrates that when leaders lighten up and create a fun workplace, there is a significant increase in the level of employee trust, creativity and communication — leading to lower turnover, higher morale and a stronger bottom line.

The research also shows that managers who have taught themselves to be funnier are more effective communicators and better salespeople, have more engaged employees and earn a lot more than their peers.

Fun Not Funny

Researchers Lawrence J. Peter and Bill Dana say, "A sense of humor is deeper than laughter, more satisfying than comedy and delivers more rewards than merely

being entertaining. A sense of humor sees the fun in everyday experiences. It is more important to have fun than it is to be funny."

If you can somehow develop a true *sense* of humor and not worry about just being funny, you'll achieve much more than managers who force comedy on an unwilling/unsuspecting audience.

Leading With Levity

Leading with levity is the willingness to laugh and find humor even in the most difficult situations. Abraham Lincoln once interrupted a meeting to read an amusing story in the hopes of dispelling a black cloud that was hovering over his staff. With the tragic Civil War unfolding before their eyes, no one so much as smiled at the president's attempt at humor. Finally, Lincoln stiffened and said, "Gentlemen, why don't you laugh? With the fearful strain that is upon me day and night, if I did not laugh, I should die, and you need this medicine as much as I do."

Aside from a desire to make others laugh, it's important to take time out for fun activities. "Whenever we have a board of directors meeting, we always create some kind of activity along with it," said Jim Olsen, president of Harman Management. "So maybe our meeting goes until 2 p.m., and we're over in Hawaii, so we take a break, put everyone on a bus, take 'em over to Tommy Bahamas to get 'em all swimsuits and T-shirts, and then come back to the hotel and go play volleyball. It's the intangible of having something fun to do and the playfulness that comes out in that process that I believe helps us work better not just as business associates, but also as people and friends. It's kind of a leveler.



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When somebody is dominant in the boardroom, and you get out on the volleyball court and someone else is dominant, you realize people contribute in different ways.”

As Olsen exemplifies, leading with levity is about a lightness of manner and a willingness to enjoy the moment. It’s a smile on your face and in your voice. It’s an attitude of latitude. It’s allowing levity to happen. ●

Communication: If They’re Laughing, They’re Listening

Research increasingly shows that a sense of humor is essential for great communication. Humor is shown to:

- **Enhance negotiation skills.**
- **Build rapport between leaders and employees.**
- **Grab attention.**
- **Relax listeners, making them more receptive to your message.**
- **Make the information more memorable.**

As a businessperson, your ability to communicate is paramount to your success. A recent study revealed that the most significant work-related employee complaint was poor communication with management; and an amazing 64 percent of employees claimed that poor communication interfered with their work.

Humorous Communication

Kent Murdock, CEO of the O.C. Tanner Co., has come to understand that humor will get employees to pay attention, and he uses that information to great effect in every speech or video he’s given to employees of his successful 2,000-person recognition firm. In speeches, he has rappelled from the roof into his employee crowd and has acted out the book *Who Moved My Cheese?* to help employees understand the need for a major computer system change. In company videos, he’s donned an Elvis wig to show how far the company had come in its history and has even been run over by a Zamboni (a special effect) to announce the company’s sponsorship of the Olympic Winter Games.

Listen to Employees

The bottom line is this: Your people will be 100 times more likely to follow you and produce for you if you can simply lighten your communication up a bit. For example, here’s what Will Marriott said in 1964 as he was building his hotel empire: “It’s important to listen to employees, ask questions of them, say ‘Good Morning’ to them, ask about their families and get to

A Happy and Healthy Work Environment

Kal Mistry, senior vice president of the 10,000-employee Vistas Innovative Hospice Care, said her employees are healthier when they are happy and having fun. “Absolutely. Happiness is key to having a healthy body and a clear and tranquil mind,” she said. “To be able to have an environment where employees can have fun with their co-workers affects people physically. Hospice work can be physically and emotionally draining. As we laugh and have fun with each other, we are better able to care for our patients and their families with positive attitudes.”

know a little bit about their aspirations, ambitions, home life and work motivations.”

Lighten up. Laugh a little. And they’ll start listening. ●

Innovation: With Comedy, There’s Creativity

Research shows that you can boost scores on a standardized test of creativity by exposing people to humor or other conditions that establish a “playful atmosphere.”

“If you can find a job where you have fun, it will feel like a calling,” said Dave Clark, HR vice president of sports-apparel giant Nike. “If you can find that zone, where you have such a passion for the job that it becomes fun, you are in the sweet spot for creativity.”

The Sweet Spot

Basically, there are three ways to get to that sweet spot:

1. Make the work environment more fun.

Understanding its customers’ obsession with competition, Nike leadership approaches business like a sport, enabling employees to feel the thrill of corporate competition and the high of winning big.

“Each quarter when we announce our results to Wall Street, we have a company meeting where our senior leadership shares the news, and then we celebrate after,” said Clark. “We go out and mingle. We have live music, food, contests, refreshments. Overall, we want employees to feel the corporate competition and know that we’re winning. Winning is fun.”

2. Expose and awaken latent “funness” from more serious employees.

It’s not necessary or wise to attempt to overhaul the mood around the office in one

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fell swoop. Over time, small steps can result in big improvements.

Arthur Hargate, CEO of Ross Environmental Services, understands how that works: “The regulatory environment is very strict, and there are potentially big penalties if you mess up. Our customers expect us to be very serious people. So lightening up for us is hard ... Being ‘seriousaholics,’ it’s like a 12-step program. You have to take it one day at a time.”

3. Hire employees who are more fun and creative.

While you can help employees be more creative, building a fun and creative culture is easiest if you start out with fun and creative people.

That’s what Herb Kelleher, retired CEO of Southwest Airlines, was looking for when he hired people. He said, “What we are looking for, first and foremost, is a sense of humor ... We don’t care much about education and expertise because we can train people ... We hire attitudes.” ●

Respect: In You They Trust

Think of levity not simply as a tool in the workplace, but a symptom of its culture. The conditions necessary to make a joke effective are the same conditions necessary to make a business work: communication, understanding, common ground, trust and respect. And surprisingly, interpersonal relationships that grow out of these environments are almost completely disregarded as too soft by many leadership consultants, business gurus and even by managers who seek to improve how their organizations function.

The Golden Rule

The Boeing Co. has been surveying its employees since the 1950s. The 2007 employee survey had more than 100,000 respondents for a 75 percent response rate. Ruth Savolaine, employee relations communications manager at Boeing, said leaders at one site noted a surprising discovery from focus groups conducted after the 2005 survey: “We saw that managers who scored the highest on a dozen different engagement questions were simply better at doing the little, respectful things that employees appreciated. They asked employees how their weekends were; they asked about their kid’s soccer game; they went to their employee’s office space instead of requiring them to come to their office. They lived the Golden Rule — treat others as you would have them treat you.”

Great leaders know instinctively that respect is directly related to the ability to have fun. And the Great Place to

Work® Institute’s research backs this up. It seems you can’t have fun if respect between colleagues doesn’t exist. Greater amounts of respect build greater amounts of trust. And trust leads to an environment where fun can flourish. One tangible demonstration of respect, according to effective leaders, is the need to roll up your sleeves and work with employees.

In stressful environments, respect and trust help alleviate pressure. Great leaders simply show a lot of respect for their people.

Richard Branson

Virgin Group owner and founder Richard Branson said, “Some 80 percent of your life is spent working. You want to have fun at home; why shouldn’t you have fun at work? I think leaders have got to make a bigger effort to make sure the people who work for them are enjoying what they’re doing. If a chairman of a company visits Seattle, that chairman should take all the staff out in the evening, have a few drinks together, talk together, party together and not be embarrassed about the staff seeing your weaker side. They don’t lose respect for you because they see your human side. They actually gain more respect for you.”

According to a recent Sirota survey, employees are three times more likely to leave their employers within two years if they do not feel respected — 63 percent of respondents to the survey planned to exit within two years compared with only 19 percent who sensed respect. ●

Health: Good for What Ails You

Research shows that a good belly laugh has measurable benefits on the heart, blood sugar, stress levels, circulation, the immune system and more.

A study of 2,015 Norwegians diagnosed with cancer discovered that a great sense of humor cut people’s chances of death by a whopping 70 percent compared to those with a poor sense of humor. Laughter is the best medicine, indeed.

Levity has also become a subject of study to address questions of employee stress, which leads to burnout, decreased job satisfaction and, eventually, turnover. Levity has also been linked to higher incidences and levels of productivity, loyalty, cooperation and problem solving.

Shared Meaning

Humor scholar William Hampes noted in two influential studies that close interpersonal relationships are

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forged and strengthened through humor. In addition to reducing stress, humor promotes feelings of comfort, and as a byproduct, humor increases empathy. Hampes found that individuals who laugh more tend to have more positive and productive relationships. He also demonstrated a correlation between humor and trust — two dynamics of relationships we are all trying to foster at work ... and at home.

High-humor individuals, according to Hampes' research, are better equipped to earn the trust of another individual, in part because humorous people tend to respond to stress in a different manner than others. It is a character trait we all take for granted and need science to make apparent: Levity helps us handle difficult situations. It is the physical manifestation of *perspective*.

Healthy Laughter

Research by Lee Berk, a medical researcher in humor and laughter, shows that a good-natured or mirthful laugh can:

- **Increase the immune system's activity.**
- **Decrease stress hormones, which constrict blood vessels and suppress immune activity.**
- **Increase the antibody immunoglobulin A, which protects the upper-respiratory tract.**

"Who wouldn't want that kind of benefit?" said Dr. Berk, assistant professor of family medicine at the University of California Irvine. His study shows that if you're employing or experiencing positive humor, then the whole brain is involved in the experience, not just one side, and there's also more coordination between both sides. "When you utilize humor, it makes you less on edge, lowers your blood pressure and your heart rate, and allows you to think more clearly."

Your biology changes with humor. Stress hormones are lessened and the immune system is optimized, which means positive humor, as opposed to mean-spirited or negative joking, is always beneficial in the workplace. And out of it as well. ●

Wealth: Laughing All the Way to the Bank

The accounting firm KPMG has made a concerted effort over the last several years to turn itself into an Employer of Choice (EOC) by increasing its focus on people-centric programs and initiatives. The comprehensive effort, which has included the introduction of myriad initiatives to help employees develop satisfying careers while balancing the responsibilities of work and

their personal lives, made the firm's EOC aspirations a reality, evidenced by the fact that employee survey ratings on the statement, "Taking everything into account, this is a great place to work," increased 23 points since the introduction of EOC.

But even with this drastic upswing in employee ratings, KPMG leadership knew they couldn't rest on their laurels, because being an EOC takes an ongoing commitment. And while reviewing employee survey results, they were surprised to discover that two of the top five predictors of positive employee responses to the critical "great place to work" question were, "We are a close-knit team or family" and "I have fun at work."

KPMG's leaders decided they couldn't argue with the numbers — especially because they're hard-core number crunchers at heart. So in early 2007, the firm introduced a new "Esprit de Corps" initiative as part of its ongoing Employer of Choice efforts. The program's main objectives are to thank employees for their hard work and commitment, celebrate successes and bring some fun and camaraderie into the workplace.

'Movie Madness Challenge'

The first initiative was a "Movie Madness Challenge" that encouraged employees to go to the company's intranet to choose Oscar winners. Those who tallied the most correct choices were entered into a drawing for prizes that included plasma TVs, portable DVD players, iPods and free movie tickets. The results were convincing, even for critics.

"When we introduced the movie challenge, some leaders asked, 'Who is going to do this? Our people are too busy,'" admitted Bruce Pfau, KPMG's vice chair of human resources. "More than 10,000 of our 22,000 employees logged in to participate during a very busy season when it's difficult just to get the attention of our people. It said to me, 'Our accountants and auditors are hungry for some fun.'"

Positive Momentum

Encouraged by the results, leadership has continued to sponsor fun activities. Scores on the most recent employee survey have continued to climb, and the positive momentum has helped earn the firm a spot on *Fortune's* "100 Best Companies to Work For," as well as in the top 10 of *Working Mother's* "100 Best Companies" list and *BusinessWeek's* "50 Best Places to Launch a Career."

In addition, KPMG's annualized employee turnover is at historic lows for the organization, which, according to *BusinessWeek*, has the best three-year retention rate for

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entry-level hires among Big Four accounting firms. Like KPMG, companies that create the Levity Effect at work experience higher productivity, engagement and retention. For individual leaders, the financial rewards hit even closer to home: Leading with levity is proven to increase upward mobility and salary levels. ●

PART 2: GETTING LIGHTER

Here is a basic blueprint that many organizations follow to build a culture that encourages consistent fun throughout the year. Your goal: levity that never loses steam.

- *Build from respect.* Spend time teaching managers to listen to their employees, to be more open in their communication styles and to be more deferential of employee opinions.
- *Have employee champions.* The best organizations have a person or rotating employee team that worries about creating fun activities on a regular basis. If it's assigned, it gets done.
- *Get senior management buy-in.* Your management team should buy into the need to build a stronger culture through some fun team-building activities.
- *Link fun to work.* At least once a month, you should be doing something fun that is directed at helping your organization grow.
- *Keep it personal.* Get new employees into a fun, engaging culture from the first day.
- *Recognize, recognize, recognize.* Cultures that are effective at recognizing excellence are up to three times more profitable than their competitors.
- *Be consistent.* Make fun an unflinching part of who you are as an organization.

12 Ways to Have Fun at Work

Remember levity is about lightening up and allowing others to do the same. Where humor and mirth grow organically, born spontaneously from trusting relationships, these suggestions may be unnecessary. But the wheels must be set in motion with some committed attempts at *programmed* fun.

Don't reject the list if a few seem out of character for your organization. Move on and find something that will work. And don't quit if you try one and it fails. Just try something else, all the while continuing to show your people that you're committed to building a workplace where trust, respect, friendship and camaraderie are indispensable.

Here then, in no particular order, are 12 ways to apply the levity effect at work:

1. **Play work bingo by filling in a square each time your team completes a task or has an achievement.** When a manager has signed off on five in a row, the employee or team wins a prize.
2. **Offer to shave your head if your team reaches a goal.** If you're already bald, offer to paint your dome.
3. **Have a tailgate party in the parking lot.**
4. **Make customers feel like royalty.** Dr. Vik (*a member of the executive team*) at Zappos.com has a throne in his office, along with a selection of crowns and tiaras, and snaps two Polaroid pictures of every visitor, employee and vendor. One picture is attached to the company's wall of fame; the other is taken home by the person in the photo as a reminder that he or she is royalty at Zappos.com and in his or her own life.
5. **Hold a quarterly potluck lunch with some kind of fun theme.** The folks at the Missouri Department of Transportation charge \$3 and make sure all the proceeds go to a local charity.
6. *From the minds at Whole Foods Market (No. 5 on the "100 Best Companies to Work For" list, 2007):* **Paint a break room wall with chalkboard paint, allowing employees to express thanks, pass a message or doodle to their heart's content.** At Whole Foods, the store team leader even writes her weekly updates on the wall, rather than sending out a memo. Employees read it while eating lunch or taking a break, making their leader and her message more visible and down to earth.
7. **On the third Thursday of the month, go to a pub for food and/or drinks and celebrate achievements, anniversaries and just making it through another month.**
8. **Plan a float trip together down a local river.**
9. **On Halloween, invite employees' kids to come to your workplace dressed up so that they can go trick or treating throughout the office.** Have special prizes if they dress up like the boss.
10. **In the summer, bring an ice cream or shaved ice truck onsite.**
11. **Have a retro day where employees dress up in clothes from whatever era they choose. Have great prizes to make sure people actually do it.**
12. **When you reach a goal, have executives prepare breakfast for everyone (nothing says thank-you like crispy bacon).** ●

Overcoming Objections to Levity

While the case for personal and organizational levity is compelling, many people still think that lightening up won't work in their environment for one reason or another.

What follows are three common objections and answers based on experience, research and input from interviews:

- *My company tried to have some fun, but they really missed the mark. Employees were rolling their eyes instead of laughing.*

Understand that laughter is a co-product of trust, which is built from respect. In trusting environments, people can let their hair down. In low-trust environments, no one is going to laugh at the CEO in an Elvis wig or appreciate being herded together to attend the mandatory birthday party for the senior vice president of marketing.

“Fun can't be forced,” says Amy Lyman, chair of the Great Place to Work® Institute. “Some organizations try to make the event happen; require people to go to the company picnic, the amusement park or the ice cream social down the hall. If you are required to go versus you want to go, the event can backfire.

“Genuineness has to come before the fun. In organizations where people have a tremendous amount of fun, it is because it is based on a solid relationship built on trust.”

- *I've tried being funny, and it really bombed.*

First, understand that the levity effect is about being fun. Give your employees some rope. Enjoy the fun and humor they create. Don't sit in meetings frowning your brow when employees are making light. Sit back, smile and remind yourself that the resulting effect of their making merry will be making money.

Keep trying to “make a funny” yourself. Practice a dry comment or two in front of your family around the dinner table or in the car and see if it hits. Use your intelligence, and come up with clever metaphors or inventive and original twists on common conversational conventions. You have humor within you. It's just a question of extracting it.

- *You can get too much of a good thing, you know.*

While this is typically the first fear of a brow-knitting manager, most organizations are hardly in danger of having “too much fun.” Said Hitachi High Technology America's Craig Kerkove, “I know if I add 25 percent fun into the day, there's still plenty of pressure and anxiety to go around for everyone.”

Most people actually enjoy a mix of fun and serious behavior at work. The trouble is most of us don't get much, if any, fun on the job. ●

Consistent Levity

Here are a few ideas for completing the circle of your levity efforts and becoming more consistent in your approach at work or elsewhere.

- **Start each day smiling in the mirror.** Smiling is contagious even when it's just your own reflection beaming back at you.
- **Smile at your family.** Extend to your loved ones the same courtesies you'll extend to your office-mates later in the day.
- **Spend time with your “peeps.”** Eat dinner with your family around the table. Tell stories about your day's amusing adventures.
- **Go easy on the kids.** They're going to screw up. Don't blow a fuse. Have a sense of perspective. Dig way down deep in there and conjure up a laugh about it.
- **Go easy on your sweetheart.** Would your significant other be surprised to observe the attention you pay, the interest you convey or the pleasantries you say to Phil or Tina in accounting, but never to anyone at home?
- **Take stock.** The most useful and truly happy leaders at work are those whose gap between their work persona and home persona is the narrowest. Consistency is king.
- **Smile at strangers.** Smile at people and give them a little head nod as you pass. Happiness is viral, contagious.
- **Lighten up on vacation, at public events, in traffic, in restaurants and in private.**
- **Take better care of yourself.** Have a regular exercise routine. People who regularly sweat, grunt and breathe heavy are less likely to get depressed or sustain an injury.
- **Work on your sense of humor.** The effects of levity — creativity, productivity, prosperity and so on — are more easily produced by the person who brings that balance into all facets of his or her life.

Levity for Life: Bringing Home the Fun

A wise man once said, “No other success can compensate for failure in the home.” That's the beauty of the levity effect. It isn't just for work. It affects all aspects of life. Just like *Oprah*.

Kerkove, senior vice president and general manager of a division of Hitachi High Technologies, explained, “I

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try to lighten up the home environment. With my wife and son, the three of us go to movies together, dinner together. We hang out as a pack. I like my job. I like being there. You have to try to have fun and enjoy the people you work with. But when the job is done, I look forward to going home and hanging out with those guys (the family) too.

“No one ever retires and gets close to the end of their life and says, ‘Gee, I wish I’d spent more time at work,’” Kerkove said.

Life Outside Work

A huge part of lightening up around the workplace is understanding that people have lives outside of work and they aren’t constantly thinking about their jobs.

According to a recent poll publicized by management guru Ken Blanchard, employees say that having a boss who is sympathetic to their personal (outside of work) issues is the third most important factor in their work experience, right after feeling “in on things” and a “full appreciation for work done” (number one).

It’s time to get past the days of cantankerous time-keepers who raise an eyebrow at every unaccounted-for microsecond of an 80-hour pay period or simply *must* know where an employee could possibly be going at a quarter to five.

True levity is an attitude, a sense, a part of who you are. You carry it with you everywhere you go. ●

Your Levity IQ

The statistics don’t lie. Keeping employees happy and productive, retaining them and maintaining their best effort is worth the gamble of an occasional bomb.

Even the *Harvard Business Review* reports that executives with a sense of humor climb the corporate ladder more quickly and earn more money than their counterparts.

The number-one reason humor backfires at work is that a businessperson makes the dangerous assumption that everyone is like him or her. It’s easy to assume that everyone has our sense of humor, to believe that a person will react the way we would, to think that anyone who looks like us has the same values and beliefs.

Here are a few of the most common forms of this assumption — and why they don’t work:

- “*She has no sense of humor.*” Not true. No person is without a sense of humor, however many people don’t share our particular brand of humor. But laughter really is universal.
- “*I hope this doesn’t offend anyone.*” This preface

doesn’t let us off the hook in a work environment. If you think it might offend someone, save it for the Friday night bowling league.

- “*But I thought we were the same.*” In a meeting, a leader looked around the room, noticed there were no individuals of Asian descent present, and proceeded to tell a very racist joke. What he didn’t realize is that his customer — also in the room — was the proud mother of a darling Chinese girl. Needless to say, this humorous attempt backfired and the manager had to eat serious crow to repair the relationship.

- “*But we were at lunch.*” Just because we’ve left the building doesn’t mean we’ve left our work roles behind.

Now, Go and Lighten Up

Leading with levity is about developing a lightness of manner. Levity is equated with having a sense of humor. Too many people wrongly assume that a sense of humor means you’re hilarious. Not necessarily. Very few hilarious people walk the same work halls at the same time. The levity effect is aimed at the majority of us who simply possess or wish to develop a stronger sense of humor, in the hopes that it will help us develop into more effective leaders.

As a final exercise, to better cope with the inevitable grouches around you, wherever you are right now, laugh out loud. Come on, just do it. See what happens. Tighten your gut and push out a guffaw. Would it be terribly wrong for you to laugh right now?

Tilt your head back and let a laugh rip. It may sound fake or put on. So what? Within seconds you’ll feel a surge of authentic joy, possibly coupled with a degree of humiliation and shame. But you won’t care, because that natural little rush is worth it.

And with any luck, you’ll infect someone else with your little laugh. It may spread a little among those around you, as infections do. When you hear a great laugh, it gets you going, doesn’t it? ●

RECOMMENDED READING LIST

If you liked *The Levity Effect*, you’ll also like:

1. ***First, Break All the Rules*** by Marcus Buckingham and Curt Coffman. Great managers know that conventional wisdom doesn’t hold up. Learn what great managers do differently. Managers can use this to improve their performance; executives can use it to spot great managers.
2. ***A Whole New Mind*** by Daniel H. Pink. A new age has emerged and right-brainers — artists, investors, caregivers, designers, big-picture thinkers — are leading the pack. Learn the six essential aptitudes you’ll need to excel in this new business environment.
3. ***Personality Not Included*** by Rohit Bhargava. In this social media era where identities are shaped as much by perception as communication, marketing becomes more about building relationships with customers. Bhargava details the theory of personality and explains how to put it into action.