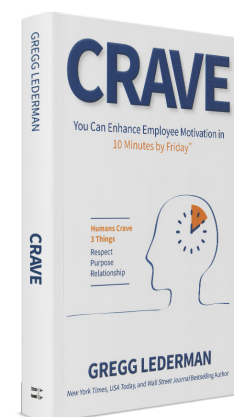


CRAVE

You Can Enhance Employee Motivation In 10 Minutes By Friday™

by **Gregg Lederman**



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THE SUMMARY IN BRIEF

More than 80 years of research prove that humans have three primary cravings at work that, once fulfilled, make them happier and more productive. Yet, despite billions of dollars spent to improve employee motivation, most businesses still suffer from a lack of engagement.

In **CRAVE**, author Gregg Lederman draws on this research to offer a proven, accessible way for leaders to give people what they CRAVE, thereby driving rapid growth in employee engagement and business results. Backed by research and real stories of success, Lederman's Ultimate Habit™ method shows leaders how to achieve their most important results quickly.

You have the power to make a great place to work by showing people they matter and that what they do matters. Let this indispensable guide show you how to fuel the work environment with more of what people CRAVE.

IN THIS SUMMARY, YOU WILL LEARN:

- The secret to achieving more than 90 percent employee engagement.
- How to invest 10 Minutes by Friday to become a better, more effective, and trusted leader.
- A step-by-step process to master the Ultimate Habit for accelerating business results.
- A proven, habit-building approach to ensure sustainable behavior change among managers and leaders.

Introduction to What We All CRAVE

Over the past 80 years, hundreds of studies of workforce engagement have shown the same result: If humans are more motivated at work, they will be more productive and profitable employees. Yet, decade after decade, businesses struggle to maximize the opportunity these findings present.

One of the most commonly cited studies is Gallup's "State of the American Workforce," with over 31 million respondents in its most recent version. The study is nothing short of alarming as it shows that about two-thirds of the American workforce is not engaged. Even more concerning, this figure has not changed in the last 18 years.

How can so many Americans still be disengaged at work? People are not getting nearly enough of what they CRAVE! When applied the right way, this answer will positively change your approach to leadership, your work environment, your customer experience, and—most important—the business results you want.

The Ultimate Habit

For the last decade, I've pored over hundreds of studies, interviewed researchers, and even conducted a few studies of my own to understand what leads to happiness, more motivation, and increased productivity in the workplace. I've also worked with thousands of leaders from hundreds of organizations in a quest to improve employee engagement and make better places to work.

I've learned that employees CRAVE three things that can help them to become happier, more motivated contributors to their organization's success: **respect**, **purpose**, and **relationship**.

People want to feel respected for the work they do. They want to see how what they do has purpose, makes a difference, and is relevant to the organization. And employees want help building stronger connections with people, especially their immediate managers and supervisors.

When humans have these three cravings fulfilled, good things happen: employee engagement, the work culture, and customer experiences all improve.

Leaders who are most successful giving people what they CRAVE are able to master the Ultimate Habit, which is to strategically recognize employees. The habit of employee recognition is the number one management skill for fueling the work environment with more of what people CRAVE.

We Love Recognition, But We Are Terrible At It

Whether we want to admit it or not, recognition plays a huge role in our everyday lives: in our happiness and our well-being, both at work and in our personal relationships. Giving and receiving recognition fuels our happiness and our productivity. This makes developing the Ultimate Habit of strategically recognizing employees one of the most effective and affordable ways to provide people what they CRAVE: greater understanding of the purpose, meaning, and importance of their work and respect for the effort they provide.

When people get more of what they CRAVE, quite simply, they become more motivated and committed. But the problem is, we are terrible at recognition at work. We simply struggle to give it. And most of us don't even know it, which is helping to fuel the employee engagement crisis in America.

According to recent research, 70 percent of employees say they wish they received more recognition; 65 percent of Americans report they weren't recognized even once last year; and 79 percent of employees who quit their jobs cite lack of appreciation as a key reason for leaving. Moreover, 83 percent of leaders say they could do more to recognize others.

You as a leader have the power, with very little time investment, to accelerate business outcomes while also positively impacting the lives of people at work. You have the power to give people what they CRAVE by showing them they matter (respect) and what they do matters (purpose), and when you do this you will find it builds stronger relationships. But only if you learn to fuel the environment with more of what people CRAVE!

Part I: The Overwhelming Evidence About What Motivates Us

Edward Deci and Richard Ryan are considered the premier thinkers on personal motivation. What did they do to earn this status in their field? Quite simply, they explored a whole new way of thinking about personal motivation and uncovered three psychological needs that all humans have.

Together, Deci and Ryan created the framework that has changed the way millions of people think about motivation in the workplace (as well as many other aspects of life). They coined it Self-Determination Theory. Self-Determination Theory focuses on the social and work environment conditions that lead humans to tap into more of their personal motivation.

Instead of asking, 'How can people motivate others?'
we should be asking, 'How can people create the
conditions where others will motivate themselves?'

Deci and Ryan conducted or influenced many studies revealing that people do not perform as well at problem solving when they are working for an external reward than they do when they are intrinsically motivated. They were also quick to point out that people's behavior can, to some extent, be controlled in the sense that people will do what they have to in order to get a reward, avoid punishment, or win a competition.

That said, problems arise when we rely on rewards and controls to motivate people. Once you decide to use rewards to control people, you can't easily go back. The research shows that the behavior will last only as long as the rewards are forthcoming. But at work, the activities we reward are usually ones that we would like to keep going long after the rewards have stopped.

The second problem is that once people are oriented toward rewards, they will all too likely take the shortest or quickest path to get them. Usually, however, the shortest path is not what we hope to promote.

Deci and Ryan point to hundreds of scientific investigations that support their findings: When people are autonomously motivated, their behavior will be more creative, they will be better problem solvers and they will perform better. In addition, autonomous motivation lends itself to more positive emotions and is associated with improvements in both physical and psychological health and well-being.

Change the Question ... Uncover What Really Motivates Humans

Arguably, the most important thing that Deci and Ryan did early on in their partnership was change the question researchers were asking for decades. Instead of asking, how can people motivate others? (which implies that motivation is something that is done to people), they asked a new question built upon the idea that motivation is something inside of humans and that conditions (the environment) are what encourage people to tap into it: How can people create the conditions where others will motivate themselves? This was a subtle yet significant change that would enable their fu-

ture work, and the research of many others, and ultimately position them as true pioneers in the study of motivation.

When it comes to creating the work environment for more motivation and commitment from the workforce, CRAVE includes all three of the basic psychological needs that Deci, Ryan, and their arsenal of disciples have proved in the past and continue to prove in their research today. These three components of Self-Determination Theory are autonomy, competence and relatedness. Each of these basic psychological needs fulfills the cravings humans have for respect, purpose, and relationship.

Part II: Accelerating Business Results in 10 Minutes by Friday

Between 1981 and 1996, approximately 73 million millennials were born. They are critical to accelerating business results as they already make up one-third of the workforce, and that number is expected to grow to 75 percent by 2025.

Business leaders across the globe are talking a lot about this generation, trying to understand their attitudes and beliefs and to make sense of their behaviors. They want to apply this knowledge to create more employee engagement, better customer experiences, and of course, better business results.

While millennials certainly differ in some ways from an attitude and behavior standpoint, they largely want the same things as Boomers and Generation X. They are looking for growth opportunities, good managers who care about them, and jobs that are well-suited to their talents and interests. Their cravings remain the same as that of their older counterparts: "Show me respect and help me see the purpose and meaning of my work."

The big difference might be that millennials want even more of it and show up at work each day with expectations that they should receive it. Here are the top three notable differences with millennials that should be taken into consideration when demonstrating the Ultimate Habit to give them what they CRAVE.

First, millennials are direct in their desire to work for companies that are purposeful in the way they operate and in the products and services they deliver. According to one study, 60 percent cite “a sense of purpose” as a reason for choosing their current employer.

Second, millennials want frequent communication. And leaders should want to provide it. Why? Because it has been proven that more frequent communication, especially in the form of recognition and praise, leads to higher performance for individuals, teams, and organizations.

According to Gallup, “Forty-four percent of millennials who report that their manager holds regular meetings with them are engaged, while only 20 percent of millennials who do not meet regularly with their manager are engaged.”

So, if you can get more than twice the engagement level from millennials by simply meeting with them a little more often and strategically recognizing their success, then why in the world wouldn't you? Bottom line, the more conversations managers have with their millennial employees, the more engaged they become.

Third, technology provides a notable difference among generations. Not just any technology, but the day-to-day technology that sparks collaboration and connection.

What the Science Tells Us

I've shared the social science behind human psychological needs that, when fulfilled, enhance motivation. From a biological perspective, the science tells us the same thing. Dopamine, serotonin, and oxytocin are three brain chemicals that influence our feelings. They are released when we feel respected for the work we do, understand the purpose and relevance of that work, and build strong relationships with those we work with. While many events can trigger these neurotransmitters, strategically recognizing employees can put you in the driver's seat to creating more motivation in the workplace.

Dopamine is one of the chemicals regulating the pleasure center of the brain. It is a major force contributing to our motivation, as it sends signals to receptors in the brain saying, “This feels good!” This chemical is released anytime we hear, feel, or see something we like. Its primary function is to make us pursue happiness. In the work environment, recognition for a job well done provides a healthy, small increase in dopamine, enabling people to get what they CRAVE.

As a leader, when you take the few moments to spot a successful achievement, whether it's a little extra effort or an accomplishment (small or large), and you acknowledge and share your opinion, you enable that dopamine rush for the employee. They receive your recognition of their effort and their brain rewards them with a hit, which encourages them to keep going and work even harder to be successful in hopes of more dopamine later on.

The chemical responsible for our moods is serotonin. Not having enough of it has been proven to lead to depression and anxiety. Serotonin levels are heavily influenced when we feel valued and appreciated. There are many positive ways to get small increases in serotonin, which also fulfills our craving for being respected and understanding the purpose and meaning of our work.

This is where you come in as the leader, with the power to provide a little “mood-altering” gratitude that boosts serotonin. Consider it your job to spot moments where employees should feel good about the work they are doing, and make it a point to tell them (and others) about it.

Known as the “trust” chemical that helps create healthy relationships, oxytocin is activated by positive social interactions. In the work environment, it helps motivate us to work together to achieve common goals. Acts of kindness also encourage the production of oxytocin. This means that when you invest the time as a leader to recognize the success of others, you get a hit of oxytocin as well.

What a wonderful, win-win situation. You get to provide people what they CRAVE, and in return, you get a little shot of “feelgood” as well.

10 Minutes by Friday Drives 150 Percent Increase in Employee Recognition

Patrick is the EVP of store operations for a large retailer. His company has nearly 100,000 employees, of which about 10,000 are managers, and more than 4,000 stores. Prior to Patrick's arrival at this organization, they had invested a significant amount of money and time rolling out a social recognition platform (an online portal for sharing kudos, thank-yous and stories of success), only to find that over the first two years a mere 17 percent of the workforce were appreciated and recognized for living their values. Not exactly accelerating-results-type activity, and Patrick knew this.

My first encounter with this retailer's leadership team was one year before Patrick took the role of running store

operations. I brought up the potential challenge of getting managers and the workforce to use this platform, but my concerns were met with deaf ears and an attitude of “We’ve got this. We’ve partnered with a vendor who is helping us to build a culture of appreciation.”

After two years of relatively dismal recognition activity, I got the call I’d been waiting for. “Can you help us make recognition more pervasive throughout our workforce?” My response was, “Let’s do this! But let’s start with the business results you want most and first focus on the top one-thousand leaders you want to lead the way. And let’s get them to commit to 10 Minutes by Friday! Ten minutes to simply stop and think about an opportunity to recognize someone.”

The goal was to consider whether a recognizable moment happened that would be good to share, not only to provide that individual or team with what they CRAVE but also to spread best practices for others to learn from.

The results they wanted to accelerate for the biggest impact on overall sales and profitability included

- Increase employee engagement;
- Increase customer satisfaction and loyalty;
- Decrease customer complaints;
- Decrease theft, both employee and customer (referred to as “shrink” in the industry);
- Decrease safety incidents and associated insurance costs.

Over the next 60 days, approximately one-thousand top field leaders were taken through the Ultimate Habit process (covered in further detail in Part III). Each leader was introduced to the concept of 10 Minutes by Friday as a discipline for thinking about and sharing examples of employees “living the values.” In addition, careful attention was paid to the business results they wanted to accelerate.

Within two months, use of their recognition platform increased from 17 percent to 42 percent—a nearly 150 percent increase. Even more impressive were the accelerated results uncovered in the following year:

- Employee engagement rose 24 percent in areas where leaders provided optimal recognition.
- Customer complaints fell 38 percent.
- Employee and customer theft decreased.

- Customer accidents decreased 32 percent. According to one leader, “More focus through our recognition effort on the safety and care for customers has improved awareness of things that could cause accidents.”

Were these results exclusively triggered by increased recognition? Of course not. But a call from Patrick provided an intriguing insight. He said, “You can certainly accelerate results without doing a great job recognizing employees. You can also start a fire without matches and lighter fluid, but doing so is way more difficult. Strategically recognizing employees is the fuel that ignites business results faster.”

Strategically recognizing employees is the fuel that ignites business results faster.

You Can’t Stop the Raging River

Even with all of this evidence and logic, some may still feel as if taking on the responsibility of doing the Ultimate Habit is a daunting task they simply don’t have the time for. In reality, it will save time. Consider that 79 percent of people who leave their job report a lack of appreciation as the reason they left. When people leave, especially those you don’t want to leave, it costs you and everyone around you time (and money). Therefore, it’s time to make the time!

If you are like most people today, you feel overwhelmed with too much to do and too little time. I’ll bet you create to-do lists, don’t you? Leaders do this to stay focused and try to accomplish key objectives. And what happens once you get a few things checked off that list? What is waiting for you? That’s right, a few more things to do. Sometimes you feel as though you’ll never get caught up.

I call this the Raging River of Responsibility, and most leaders suffer from it. Like rapids coming down the river, your to-dos and high-priority tasks keep coming. You get a few done and more pop up. The Raging River of Responsibility does not end. Thinking so is ... wishful thinking.

But you can reprioritize and make the Ultimate Habit a must-do leadership skill in helping you to create the environment where more people will become more engaged. When you do, you will fuel the work environment with what employees CRAVE: more respect, a better understanding of purpose, and a stronger relationship with you—decreasing stress and saving you time.

Three Steps to Being Strategic About Recognition

Regardless of the type of recognition, make sure it is strategic. This can be done by following the three simple steps below:

1. **Tell the ACTION:** Describe what the person did (behavior) that is worthy of being recognized. Be specific, and do the recognition in a timely manner. Doing so shows the recognition recipient that you respect them for their effort and are helping them to see the purpose of their work.
2. **CONNECT to a focus area:** A focus area may be living the core values, performing a customer service experience, or implementing an “operational excellence” improvement program or any other behavior-based program. All require certain behaviors to be successful. It is important to link the action because doing so makes it clear that what the person did “makes a difference” in achieving a priority or goal for the organization.
3. **Share the IMPACT:** Note why it is important. In this step, it is critical to show the benefit of the action for the team, customers, or the organization as a whole. By sharing the impact, you are providing another healthy dose of respect and purpose!

Part III: Mastering the Ultimate Habit—Recognizing and Sharing Success

At higher levels of management, most of the leading players are quite smart and technically skilled. In most cases, that’s why they got to where they are with the responsibilities of managing systems and humans. And this is exactly why the Ultimate Habit of strategically recognizing employees is even more important for those who’ve risen up the leadership ranks.

Keep in mind that, all things being equal, your habits (or lack thereof) are more noticeable the higher up you go.

People are closely watching what you say and, more importantly, what you do.

Every supervisor, manager, and executive—no matter what title, rank, level of busyness, or responsibility—can become a more effective and trusted leader who creates an even better place to work, leading to better customer experiences. And you will accomplish this when you invest up to 10 minutes a week to stop, think about, and/or actively recognize employees in a way that connects their effort to the specific business results that matter most to your organization.

Regardless of how much money organizations continue to pump into employee engagement and culture improvement initiatives, the results are usually a far cry from the expectations wishful leaders have. However, this is not the case for workforces where leaders follow the Ultimate Habit process you are about to learn. Instead, these leaders achieve remarkable engagement levels with more than 90 percent of employees motivated and committed at work. These leaders do three things very well:

- They change their mindset, getting more comfortable with considering new ways of thinking.
- They adopt new behaviors and routines.
- They pay attention to the positive impact over time, both personally and to their organization.

10 Minutes by Friday: The Ultimate Habit Challenge

Changing a behavior is hard! One might argue that asking an adult to change their behavior is one of the most difficult things you can ask them to do. Why is this? The reasons are usually not because people are bad or stupid. Instead, the usual cause is a lack of understanding on how to change.

Since changing the way we act is hard, it requires a little bit of structure: the right mindset, specific behaviors, some willpower, and a belief that the change is going to be beneficial. As you will learn, these make up key components of a habit.

A habit is a gift we’ve all been given. It’s an amazing achievement tool that will perform the actions you’ve programmed it to perform without conscious thought. But to receive this gift, you have to follow a process.

From my experience, we tend to not get much better at changing our behaviors without a little structure. Stick with me to create the Ultimate Habit of strategically recognizing

To make something habitual, you need to take a daily inventory of your thoughts, words spoken, and actions.

employees and establishing the ongoing accountability to sustain your habit over time.

Leaders who do a great job recognizing employees commit to a small investment of time each week: 10 Minutes by Friday! If you commit to the goal of 10 Minutes by Friday, you will share a strategic recognition some weeks, and some weeks you won't because you may not witness anything worthy of sharing. But at the end of the month, if you've demonstrated your habit at least a few times, you will be doing a very good job.

You don't need to be perfect. You do need to make progress in making employee recognition strategic, genuine, and results focused. And if you are able to find and share a success every week, you will be doing an amazing job!

Everyone has at least 10 minutes a week they could invest to consider an opportunity to recognize an employee in a way that fulfills their craving. Especially if it accelerates motivation, engagement, and stronger performance. Here are the five steps to help you make strategic recognition a habit.

Step 1: Decide on a mindset. The first step in making strategic recognition a habit is to decide on a mindset. Building any habit requires behavior change, and behavior change requires a change in thinking, a "rewiring of the brain" that takes a little time and persistence.

Once your mindset is in place, it will shape your attitude and influence the very behaviors you need to power the habit. The mindset you begin with helps strengthen your reasons for strategically recognizing employees.

Many managers say they are committed to recognizing effectively, but their reasons are simply not strong enough. In those cases, they are at risk of their excuses taking over. What do you need to change your mind about to keep the habit of recognizing employees a high priority?

Step 2: Create routines and behaviors. If you are to keep your commitment to recognizing employees with a time investment of 10 Minutes by Friday, you will surely need a few routines to guide you. But let's not complicate

this step. There are three very specific routines that are highly recommended by those who do employee recognition very well. As a matter of fact, I've heard from managers at all levels that following these routines changed their lives at work, helping them to communicate more effectively with their teams and inspire higher performance.

- **First routine: Schedule it.** Put time for recognizing and sharing success on your calendar as a weekly appointment. What gets scheduled tends to get done.
- **Second routine: Conduct the one-minute reminder.** Add one minute to the front end of the agenda for a regularly scheduled meeting. During that 60 seconds, highlight an example of someone doing something that helped make for a better place to work, enhanced productivity, or enabled a good, if not great, customer experience. You can also ask others on your team if they have any examples of recognition to share with the group.
- **Third routine: Link to an existing weekly habit.** You may have weekly habits already established, such as submitting expense reports, posting a schedule, or completing a progress report. If this is the case, you've already built a routine. Why not commit to achieving your 10 Minutes by Friday goal as part of that weekly activity? Stop, ask yourself if you witnessed something worthy of employee recognition in the past few days, and if so, take the initiative to strategically recognize that employee either before or after you complete your already established task.

Step 3: Demonstrate willpower. Making a new habit requires a little extra thought and energy to get it going. And part of this extra energy and thought requires you to plan for the inevitable willpower obstacles. Willpower is the ability to do what really matters, even when at times it might seem difficult. Running out of willpower can ruin your habit. With the design of any habit, you must predict where and when you might run out of willpower.

Step 4: Focus on benefits. All too often, when we don't see a positive change right away, we struggle to keep the

commitment we make to ourselves. In this step, you have the chance to double up the reasons **WHY** you are committed to strategically recognizing successes at work. These reasons will overpower any excuses that could diminish your willpower.

To get started, ask yourself these two questions: First, how will demonstrating the Ultimate Habit of strategically recognizing employees make a positive difference in your life? Second, how might it make a positive difference in the acceleration of the business results you want?

Any benefits that come out of this step coupled with your mindset from Step 1 will help you drive your reasons why through the roof, while helping you to minimize excuses that can block your success.

As you complete the Focus on Benefits step, keep in mind that you must be forward-thinking. Imagine what success will look like and feel like when you make the effort to recognize employees on a more regular basis.

Step 5: Track effort daily. Take a few seconds each workday to ask yourself, “Did I TRY to see someone doing something that was a recognizable moment? Did I TRY to spot a success at work?”

Take notice: You are not asking yourself whether you actually recognized someone. You’re asking whether you even tried to spot a recognizable moment — a little extra effort, someone going above and beyond, or maybe even a WOW experience.

If you do this for five seconds a day, I guarantee you will improve! You will make positive progress and get better than

you are today at strategically recognizing employees, leading to at least some of the benefits you’ve been thinking about.

To help guide you through the five steps to creating the Ultimate Habit, download the worksheet from **www.gregglederman.com/ultimatehabit**.

To make something habitual, you need to take a daily inventory of your thoughts, words spoken, and actions.

Now is your chance to take your leadership skills to the next level by mastering the Ultimate Habit. When you do, you will get more of what you CRAVE while giving others what they CRAVE, leading to all kinds of time-saving and cost-reducing benefits that will make the Raging River of Responsibility a little bit easier to navigate.

The best time to start performing the Ultimate Habit is **NOW!** Ten Minutes by Friday.

IF YOU LIKED THIS SUMMARY, YOU MIGHT ALSO LIKE:

- **ENGAGED!** by Gregg Lederman
- **The 8 Principles to ENGAGED**
by Gregg Lederman.



Gregg Lederman is a highly acclaimed speaker, *New York Times* best-selling author and the President of Employee Engagement for Reward Gateway, a global employee engagement company. He is also the founder of Brand Integrity, a leadership development and employee engagement company. For the past 16 years, Gregg has worked with leading organizations to put into practice sustainable engagement solutions that don’t just work... they matter. These initiatives go beyond simple “thank you” programs to increase employee engagement and improve the work culture—leading to better customer experiences.

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