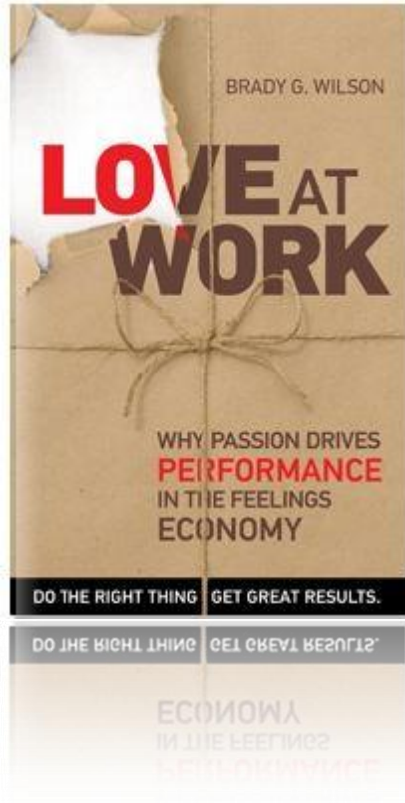




LOVE AT WORK

DRIVING EMPLOYEE PERFORMANCE
THROUGH EMOTIONAL ENGAGEMENT





LOVE AT WORK: IT'S NOT WHAT YOU THINK

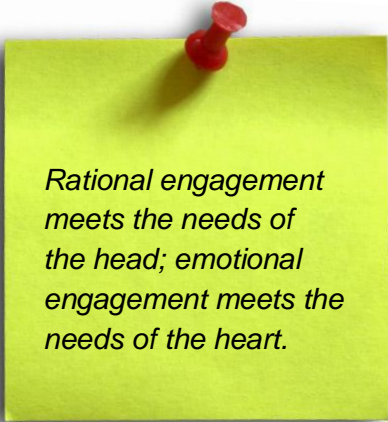
We all know it's important to love our partner. To love our kids is vital. So is loving our parents, our siblings, and our friends. Some leaders have even dared to bring love into their careers: loving their customers, loving results, and loving their jobs. But a very select few have ventured out into the arena of loving their people.

This complimentary e-book excerpt of Juice co-founder Brady Wilson's new book, *Love at Work: Why Passion Drives Performance in the Feelings Economy*, aims to change that. *Love at Work* seeks to energize organizations for positive change through the notion that engaging people's hearts trumps engaging their minds when it comes to sparking discretionary effort.

In this e-book, you will discover the elemental rule of the feelings economy: *When you meet felt needs, you release the energy that triggers discretionary effort.* Discretionary effort is the difference in the level of effort one is capable of bringing to an activity or a task versus the effort required to simply get by or make do.

WHAT KIND OF ENGAGEMENT DO YOU HAVE?

Research conducted by the Corporate Leadership Council revealed that leaders who trigger emotional engagement release 400 percent more discretionary effort than those who trigger rational engagement.



Rational engagement meets the needs of the head; emotional engagement meets the needs of the heart.

Emotional commitment is the ever-elusive love of your job and love of your manager or organization ... Our data [have] proven, year after year, that the emotional side of engagement is actually four times more powerful than the rational side when it comes to driving the business impacts we care about ... When employees move from being disengaged to being highly engaged, their productivity improves 20 percentage points in performance levels.

—Jean Martin, Executive Director, Corporate Leadership Council

What's the difference between rational and emotional engagement? Rational engagement meets the needs of the head; emotional engagement meets the needs of the heart.

Examples of rational engagement are:	Examples of emotional engagement are:
<ul style="list-style-type: none"> • I understand the strategic objectives of my organization. • I understand the big picture of how things work here and how I fit into it. • I understand the expectations my manager has of me. 	<ul style="list-style-type: none"> • My leaders listen to me in a way that makes me feel respected. • I am proud of the purpose of my organization. • I feel my manager has my back and goes to bat for me.

When you meet felt needs, you release the energy that triggers discretionary effort. It's what is *felt* that matters most to people. It's what is *felt* that energizes people. It's what is *felt* that unlocks their discretionary effort. Wherever you see love at work, you'll see felt needs being met and energized employees giving their best effort.

Is rational engagement still critical? Absolutely. It's just not where you want to place your primary focus as a leader. Especially when every unit of effort you spend evoking emotional engagement pays you back in four times the discretionary effort.

Welcome to the feelings economy, where love energizes results. The process is:

1. Love creates feelings. 2. Feelings release energy 3. Energy gets results.

When you buy a pack of Dentyne, you aren't just buying fresh breath. You are buying social acceptance. That acceptance is a felt need. Human behavior can best be understood as the attempt to get one's *felt* needs met. In the feelings economy, it's what is *felt* that matters.

It is critical for us to understand this in the workplace. Many leaders manage their people at the fresh breath level. They offer surface solutions in the hope of motivating their employees. They fail to see that meeting employees' deeper needs is what actually energizes them.

Meeting *felt* needs is elemental to every relationship in life. A marriage with unmet needs is called divorce. A manufacturing plant with unmet needs is called a strike. Two countries with unmet needs is called a war. Everything you do as a manager has the potential to meet a *felt* need or let one go unmet. Meet a *felt* need and you release the energy that triggers discretionary effort. Let that need go unmet and you release the energy that triggers cynicism, apathy, and presenteeism (lights on, nobody home).



Love creates
FEELINGS



Feelings release
ENERGY



Energy gets
RESULTS

Here's the math of the feelings economy:

THE 10% = 400% = 20% EQUATION

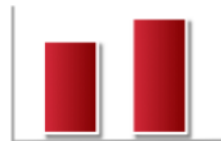
*...your real job is to create the conditions in which your people's **felt** needs can be met*



Invest 10% of your psychological capital on meeting your employees' felt needs (60 of your 600 minutes spent at work)



This releases emotional engagement, which unlocks 400% more employee effort. (See Corporate Leadership Council study of over 50,000 employees at 59 global organizations)



This translates into a 20% hike in performance (also validated by CLC study)



This drives a great employee experience, a great customer experience and outstanding financial results

You are already expending time and energy trying to motivate people. A 10% shift in how you challenge people can stretch them in a way that inspires a deep sense of purpose. In short, your real job is to create the conditions in which your people's felt needs can be met. It is to release emotional energy inside them and set them up to initiate actions that produce great results.

The problem is that people's felt needs typically aren't tattooed on their foreheads. How can you sleuth out what's most important to an employee? Here's where love becomes very practical. There is one activity that star managers do that is brilliantly simple and slices right through all the mystery surrounding felt needs: *They ask*.

They simply sit with an employee and say, in effect, "I think you and I want the same thing: for you to be successful in your job. That's good for you, good for the organization, and good for me. But I don't want to guess at what you need to feel successful in your role. My goal is to see if we can work together to make sure your core needs are getting met on the job."

LOVE IN ACTION: REAL-LIFE EXAMPLES BY BRADY WILSON

Shelly started to choke up when she told me what her boss had done for her. She had been stuck in a no-win situation. She was managing a challenging nursing unit with too few resources and was feeling drained by too many demands. She was losing too much emotional energy as she tried to deal with a chronic bullying issue.

Shelly told me, "My boss Kate came to me and said, 'I'm carrying your pager for the next six weeks while you get things straightened out. I'll let you know what you need to respond to and I'll take care of the rest.' What kind of a boss does something like that?"

I know a bit about the kind of boss who does something like that. I've witnessed Kate in action several times. For Kate, leading is not about the service she can render as a leader; it's about the leadership she can exercise as a servant. In meeting Shelly's felt need, Kate



What kind of a boss does something like that?

gave Shelly the emotional energy necessary to overcome a hard situation and feel good about her job again.

I came across another great love leader when I was asked to design a training program for the law enforcement leaders who engage with the Ontario Police College. In preparation for this task, I interviewed officers to gain a clear picture of what star performance looks like in the ranks of staff sergeants, detectives, and inspectors.

William told me, “When I walk into my staff sergeant’s office, he lays down his pen, takes off his reading glasses, shuts off his computer monitor, looks me right in the eye, and says, ‘So, William, what would you like to talk about?’ “

And then William said something that startled me: “I’ll do anything for that guy.”

“That’s quite something to say about someone who’s just listening to you,” I said.

“No. You don’t get it. I feel respected by him – like he really cares about what’s going on in my world.”

Why does care elicit such a visceral response? Simple: It touches something vital inside us – our sense of worth. When self-worth is conferred, it can supercharge us. When it is denied, it can immobilize us. Smart leaders prove their care with specific, observable behaviors: They put down their pen and turn off their monitor. Their demonstrated care creates a strong emotional connection that unlocks 400% more discretionary effort.



*“I’ll do anything
for that guy.”*

LOVE: GOOD FOR THE BOTTOM LINE



Feeling valued and respected is a big energizer for Matthew.

Remember the process described earlier?

1. Love creates feelings. 2. Feelings release energy 3. Energy gets results.

Here is an example of that process in action: Matthew was a senior vice president at a global food manufacturing organization. He achieved the “A” rating across the board in his performance review. That was almost impossible to achieve at the senior VP level of this company. One day Matthew came home to find his wife, Jenny, reading a handwritten letter, tears streaming down her cheeks.

He asked her who the letter was from, and she explained that it was from his boss, Luke. He was writing to tell Jenny that Matthew had achieved the “A” rating, how difficult this was, and the specific traits that caused coworkers to give him that rating. Luke then wrote, “Jenny, we are very clear that for Matthew to be able to achieve this rating, there is someone at home making great sacrifices. I want to thank you for your part in this.”

Feeling valued and respected is a big energizer for Matthew. However, it matters to him who the respect comes from. He’d much rather feel the respect of his wife and his son than all the respect his colleagues can offer. His boss understood that and loved him the way he wanted to be loved by sending this letter to his wife. What impact do you think this kind of leadership had on Matthew? Do you think he had the power to make Luke look great? He did. The following year, Matthew grew his part of the business by \$290 million.



I promise that there will come a point where you will love working for me even more than you loved working for Paul.

Here's another example of how love at work energizes and transforms employees:

Two internal candidates applied for the spot left by Paul, the exiting CEO of a credit institution that manages 15 billion dollars in assets.

Phil had headed up Operations as COO. He had a reputation as someone who wanted to make a difference to customers and the agriculture industry. He drove for results and efficiency and got things done – a trait that would be essential in sustaining and growing the company's culture.

Susan had worked closely with Paul, the exiting CEO, in her capacity as a Senior VP with responsibility for business strategy, knowledge management, and communication. She had immense respect for Paul. He encouraged her to apply for his position so, against her better judgment, she did.

“When Phil was chosen, I was okay about it because I didn't expect to get the job. But after a restructuring I didn't agree with, I felt crushed and interpreted it as a sign. I went into his office, and said, ‘This is too weird for me and probably for you, too. So just pay me to go away and I'll say good things.’

“Phil looked at me and said, ‘I don't want you to go away. What would it take you to stay?’”

Susan and Phil had a long conversation, which she recalls as very emotional on her part. “At the end of it, he said, ‘I promise that there will come a point where you will love working for me even more than you loved working for Paul.’

“I ended up staying. Last month, Phil gave me my performance appraisal. He spent an hour giving me numerous, highly specific examples of my performance that signaled to me just how much he was in touch with my contribution. Then he spent another hour walking me through the very specific ways that he believed I could add more value and offered concrete examples of how I could do so.

“When he was done, I told him, ‘You said there would come a point when I would love working with you more than I loved working with Paul. Well, *we’re at that point.*”

How many new CEOs keep their arch-contender around? Who wants to take that kind of risk? Phil extended himself to invest in Susan’s highest good, and more than two years later, Susan wouldn’t have it any other way.

I’m sure many factors played into Phil’s choice, but high on the list was believing the best. He saw talents and potential in Susan that he wanted to actualize for the highest good of his organization. Believing that your previous competitor can turn the corner and be your trusted ally – that takes a lot of soul.

And Susan had to believe the best of Phil, too. Believing that your previous competitor can treat you fairly as your boss – that takes a lot of trust.

On the most pragmatic level, believing the best means finding the fit for the employee: the role that’s a perfect fit for their wiring (passions and interests) and their talents.



*When you are dealing
with human beings,
you are dealing in the
feelings economy.*

LOVE THE ONES YOU'RE WITH

When you are dealing with human beings, you are dealing in the feelings economy. Meeting felt needs is necessary in every human relationship. Rational (head) engagement will only get you so far; it's emotional engagement that meets the needs of the heart. Meet a felt need and you release the energy that triggers discretionary effort.

Human beings respond better to love than to any other business tactic. Love creates feelings, which release energy, and that gets results. This leads to improved employee engagement, communication and productivity.

So love your customers, love your job, love results – and don't ever forget to love your people, because they are the ones who enable you to actualize and experience your passion for your customers, your job, and results.



Love at Work: Why Passion Drives Performance in the Feelings Economy

Following the success of his two earlier books, Juice co-founder Brady Wilson has written his latest book, *Love at Work: Why Passion Drives Performance in the Feelings Economy*. The book seeks to energize organizations for positive change through the notion that engaging people’s hearts trumps engaging their minds when it comes to sparking discretionary effort. The book also seeks to inspire leaders to build cultures where managers can learn to extend themselves, investing in the highest good of their people, their communities and their planet. For additional information, visit the [website](#).

About Juice Inc.

Juice Inc. delivers training and development services to increase employee engagement and productivity. Juice works with companies that want to build a productive culture and understand that interactions between people are major drivers of organizational success. Juice’s conversation-enhancing methodology delivers a process for improving the human experience in the workplace, while driving employee performance and business results. If you would like more information about how Juice can help your organization, e-mail Cheryl Rayfield at crayfield@juiceinc.com.



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