



Jack Lannom

Award Winning Author,
Leadership and
Learning Expert,
International Speaker,
Founder of the People
First® Movement,
CEO of People First®
International

Mastering the Art of

Human Engagement

Engagement Executive Summary

The Gallup Organization divides employee engagement into three categories:

1. Engaged
2. Not Engaged
3. Actively Disengaged

Every business leader who is concerned about growing the sustainable profitability of his or her organization should consider this: “What percentage of our purpose partners are engaged, not engaged, or actively disengaged?” (You may not be familiar with my use of the term “purpose partners.” At People First International, we use the phrase **purpose partners** in place of “employees” for two reasons. First, “employee” is a very impersonal term; it is a functional word, not at all personal. Second, every member of your organization should be united by a common mission and vision—a common purpose. This makes them your “purpose partner.”)

How would you assess the engagement levels of your organization? Are 75% of the men and women in your organization fully engaged? Is it less? Could it be that only 25% of your purpose partners are totally engaged? There is another question—a more disturbing one, but very important to ask: How many of your purpose partners are actively disengaged?

The Gallup Organization’s 2012 State of the American Workplace engagement survey concluded that only 30% of the American workforce is engaged, **as opposed to 52% who are not engaged and 18% who are actively disengaged.**¹ The disquieting message that one must take away from this survey is that leaders are not particularly good at successfully engaging their purpose partners!

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¹ Gallup Inc., “State of the American Workplace,” Gallup Inc., © 2013, page 12 <http://www.gallup.com/strategicconsulting/163007/state-american-workplace.aspx> Viewed 12/13/13



The Gallup survey provides a shrill wakeup call for business leaders to be more mindful of the engagement levels of their purpose partners. The empirical data unequivocally asserts that the more engaged your purpose partners are, the greater your opportunity for growing sustainable profitability in your organization. Therefore, if you, as a business leader, want to fully realize the potential of your company, you must “master the art of human engagement.”

The purpose of this white paper is to show you how to close the engagement gap in your organization. I will provide you with proven, real-world engagement initiatives that you can put into practice today to strategically transform your entire organization into a more fully engaged workforce.

You will learn one of the most important philosophical foundations for maximum human engagement: the **People First Human Value Proposition**. Moreover, I will present **10 Rules for Creating Outrageous Engagement**, which will foster an infectious passion for living out constant, continuous, high levels of engagement.

One of the great benefits of coupling the Human Value Proposition with the 10 Rules for Creating Outrageous Engagement, is that it enables you as a leader to clearly and cogently define what it means to be a fully engaged purpose partner in your organization. This distinct definition of a fully engaged purpose partner will set the highest possible standard for every member of your company to become more responsible for maintaining their own high levels of engagement, creating a deep sense of shared accountability among all members of your workforce.

It logically follows that this collective, caring, corporate engagement consciousness will have a profound effect on how your organization is perceived by your customers. You will become much more attractive to your customers, because there will be no doubt in their minds that they have just experienced a fully engaged organization. Customers will keep coming back for more of those remarkable, caring experiences.

If you have ever wanted to truly tap the competitive advantage in your people, make your competition irrelevant, and become the most profitable, sustainable company that you could ever imagine, then keep reading! You'll learn how to lead your organization into Mastering the Art of Human Engagement.





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The Crushing Costs of Disengagement

Employee engagement may well be the single biggest challenge facing today's business leaders. A survey of human resource professionals completed in 2012 by the international Society for Human Resource Management found that fully 94% of respondents identified employee engagement as "an important or very important workforce challenge they currently face." 63 percent of those rated engagement as a "very important" challenge.²

Before we move on, let me offer a definition of what I mean by **employee engagement**. First, let's look at how others explain the term:

- BlessingWhite Research:** "Full engagement represents an alignment of maximum job satisfaction ("I like my work and do it well") with maximum job contribution ("I help achieve the goals of my organization") . . . Engaged employees are not just committed. They are not just passionate or proud. They have a line-of-sight on their own future and on the organization's mission and goals. They are enthused and in gear, using their talents and discretionary effort to make a difference in their employer's quest for sustainable business success."³
- Gallup:** "'Engaged' employees . . . are involved in, enthusiastic about, and committed to their work and contribute to their organization in a positive manner."⁴
- Ivey Business Journal:** "Author Tim Rutledge explains that truly engaged employees are attracted to, and inspired by, their work ('I want to do this'), committed ('I am dedicated to the success of what I am doing'), and fascinated ('I love what I am doing'). Engaged employees care about the future of the company and are willing to invest the discretionary effort – exceeding duty's call – to see that the organization succeeds."⁵
- Hay Group:** "Getting Engaged Performance is not just about investing financially in employees through perks or pay hikes. It is about striking a new contract in which the organization invests *emotionally* in its workforce. In exchange, employees make a similar emotional investment, pouring their 'discretionary effort' into their work and delivering superior performance. The new contract says, 'We'll make your job (and life) more meaningful. You give us your hearts and minds.'"⁶

²SHRM / Globoforce, "Employee Recognition Survey; Winter 2012 Report," © 2012, page 4 <http://go.globoforce.com/rs/globoforce/images/SHRMWinter2012Report.PDF> Viewed 7/30/2012

³BlessingWhite, "Employee Engagement Research Update; January 2013," © 2013, page 3 http://www.blessingwhite.com/content/reports/BlessingWhite_Employee_Engagement_Research_Report_2013.pdf

⁴Gallup Inc., "State of the American Workplace," Gallup Inc., © 2013, page 12

⁵Ivey Business Journal, "What Engages Employees Most, Or The Ten C's of Employee Engagement," Dan Crim and Gerard Seijts, March/April 2006 <http://www.iveybusinessjournal.com/topics/the-workplace/what-engages-employees-the-most-or-the-ten-cs-of-employee-engagement#.UhKGn5vD-M> Viewed 8/19/13. The book the authors cite is Getting Engaged: The New Workplace Loyalty, by Tim Rutledge, Mattanie Press, © 2005

⁶Hay Group, "Engage Employees and Boost Performance," © 2001, page 3 http://web.archive.org/web/20061123123100/http://haygroup.ca/pdf/knowledge_engaged_performance_working_paper.pdf Viewed 8/19/13





Here at People First International, we say that **an engaged purpose partner is focused, aligned and passionately committed to the values, mission, and vision of the organization.**

Engaged purpose partners are not merely “satisfied.” They are living fully in the moment and have made a heart-commitment to their co-workers and the organization they all serve.

As you’ll soon see, creating and maintaining a vibrant culture of passionately committed purpose partners who are putting forth their best discretionary efforts will contribute directly to an organization’s bottom-line financial metrics. However, creating consistent workforce engagement has become increasingly difficult since the recession began in 2007. As companies have cut costs and expanded workloads, many purpose partners have become dispirited. For far too many, their means of coping with a disappointing and stressful work experience is to tune out—to disengage.

The Gallup Organization recently published their “State of the American Workplace” survey. The results contain nothing less than a bucket of ice water thrown in the face of every leader who takes even a glance at the results. **Gallup found that 70% of American workers**—let that sink in for a moment: seven out of every ten—**are either “not engaged” or are “actively disengaged” from their work.**

The levels of purpose partners’ engaged performance make a substantial impact on a company’s financial well-being. Jim Clifton, Gallup’s chairman and CEO, wrote, “Gallup research has found that the top 25% of teams — the best managed — versus the bottom 25% in any workplace — the worst managed — have nearly

50% fewer accidents and have 41% fewer quality defects. What’s more, teams in the top 25% versus the bottom 25% incur far less in healthcare costs.” Clifton estimates that workers who are actively disengaged cost American industry \$450 billion to \$550 billion each year.⁷ That amounts to a crushing cost as high as \$3860 *per worker*.⁸

The Bottom Line on Employee Engagement

Leader, how severely is employee disengagement impacting your bottom line? The *Ivey Business Journal* cites a study by New Century Financial Corporation, a U.S. specialty mortgage banking company, which “found that account executives in the wholesale division who were actively disengaged produced 28 percent less revenue than their colleagues who were engaged. Furthermore, those not engaged generated 23 percent less revenue than their engaged counterparts.”⁹



If these figures aren’t compelling enough, a 2013 *Forbes* article revealed that a staggering 2 million American workers voluntarily resign from their jobs *each month*. And *this* in an uncertain economy that has been hovering near 8% unemployment. The *Forbes* piece cited two studies, one by Harris Interactive and a second by the Mercer consulting firm, which found that 74% of workers would consider finding a new job and a full 32% are actively searching.¹⁰ Why is that significant? Well, the Bureau of National Affairs has estimated that businesses in the United States lose *\$11 billion annually* due to employee turnover.¹¹

⁷Gallup Inc., “State of the American Workplace,” Gallup Inc., © 2013, pages 12, 5 <http://www.gallup.com/strategicconsulting/163007/state-american-workplace.aspx> Viewed 7/24/13

⁸Our estimate of the civilian labor force is taken from the Bureau of Labor Statistics, 2012, <http://www.bls.gov/cps/cpsaat01.htm> Viewed 8/20/13

⁹Ivey Business Journal, “What Engages Employees Most, Or The Ten C’s of Employee Engagement.”

¹⁰“I’m Outta Here! Why 2 Million Americans Quit Every Month (And 5 Steps to Turn the Epidemic Around),” Alan Hall, *Forbes*, 3/11/2013 <http://www.forbes.com/sites/alanhall/2013/03/11/im-outta-here-why-2-million-americans-quit-every-month-and-5-steps-to-turn-the-epidemic-around/> Viewed 7/29/13

¹¹“Why Are So Many Employees Disengaged?” Victor Lipman, *Forbes*, 1/18/2013 <http://www.forbes.com/sites/victorlipman/2013/01/18/why-are-so-many-employees-disengaged/> Viewed 8/20/13



One CEO of a major business enterprise, a man who is a very “hands-on” leader, recently told me, “You talk about purpose partners who are discouraged. I’d add ‘cynical’ to that description. I’ve seen it in their faces, heard it in their voices, and observed it in their actions.” So at a time when companies are scrambling to increase outputs with limited inputs, and thus need their purpose partners to keep their eyes on the ball like never before, three-quarters of their staff are rolling their eyes, looking out the window, or scanning the want ads!

The level of purpose partners’ engagement often makes the difference between profitability and failure in this era of shrinking margins. A study conducted in the United Kingdom by the Institute of Work Psychology at Sheffield University measured performance at manufacturing companies. The study reported that good management practices which brought out the best in people caused an 18 percent improvement in productivity and a 19 percent improvement in profitability. The study asserted that “People management practices were a better predictor of company performance than strategy, technology or research and development.”¹²

Florida-based Publix Super Markets is banking on engaged purpose partners for its very survival. Locked in a fierce battle for market share with low-price Walmart, Publix has responded with an emphasis on the customer. *Forbes* described the Publix strategy as a “People-First culture,” a phrase I’ve been using for more than a decade. Publix’s president, Todd Jones, candidly explained the concept: “We believe that there are three ways to differentiate: service, quality and price. You’ve got to be good at two of them, and the best at one. We make service our number one, then quality and then price.”

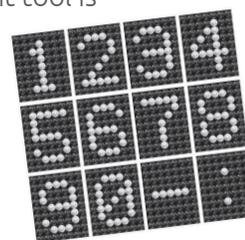
To date, the plan appears to be working; Publix is the largest employee-owned company and the most profitable grocer in America.¹³ But if purpose partner engagement at Publix should drop to the same tepid levels that Gallup found throughout the United States, how long will that success continue?

Recognizing the Intangibles Stimulates Tangible Success

There is an abundance of outstanding material available to business leaders who are seeking to inspire maximum engagement and monitor the results. Perhaps the most popular and effective performance measurement tool is the Balanced Scoreboard,

which was developed in the early 1990s by Drs. Robert S. Kaplan and David P. Norton.

Kaplan and Norton have introduced the Balanced Scoreboard to hundreds of organizations, and it represents an invaluable contribution to the whole field of organizational development. The editors of the *Harvard Business Review* cited Kaplan and Norton’s Balanced Scorecard concept as one of the most influential management ideas of the past 75 years.



The Scoreboard was the first instrument available to business leaders which incorporated intangible assets (the human side of the business success equation) into tangible outcomes—hence the name Balanced Scoreboard. Kaplan and Norton emphasized the utility of the Scoreboard for assisting leaders in “evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation.”¹⁴

¹² Hay Group, “Engage Employees and Boost Performance,” page 7. The study was cited in “The Change Agenda,” by Simon Caulkin, published by the Chartered Institute of Personnel and Development (CIPD), 2001.

¹³ “The Wal-Mart Slayer: How Publix’s People-First Culture Is Winning The Grocer War,” Brian Solomon, *Forbes*, August 12, 2013, <http://www.forbes.com/sites/briansolomon/2013/07/24/the-wal-mart-slayer-how-publixs-people-first-culture-is-winning-the-grocer-war/> Viewed 7/29/13.

¹⁴ The Balanced Scoreboard Institute, “Balanced Scoreboard Basics,” <https://www.balancedscorecard.org/BSCResources/AbouttheBalancedScorecard/tabid/55/Default.aspx> Viewed 7/26/13



Another outstanding writer and researcher is Dr. Jeffrey Pfeffer of Stanford University. Like Kaplan and Norton, Dr. Pfeffer recognized the critical importance of intangible inputs, and he began generating titles through Harvard Business School Press, such as *Competitive Advantage Through People; Unleashing the Power of the Workforce* (1994) and *The Human Equation: Building Profits by Putting People First* (1998). Pfeffer forcefully asserts that maximum engagement will result in maximum profitability.

It would be difficult to overstate the value of the contributions these authors have made to business excellence and success. Dr. Pfeffer's empirical research and the conclusions he draws are immensely valuable. I offer nothing but praise for his efforts and the work of Kaplan and Norton. But I do offer one caveat: I believe these men have done a magnificent job of introducing the human factor as a critical performance driver, thus helping business leaders gain a more complete understanding of the impact that the intangibles have on sustainable success. However, it is my opinion that they have largely ignored the human spirit foundation that supports all the intangible elements included in the Balanced Scoreboard.

Maximum engagement and long-term success begin with purpose partners understanding who they are as human beings. This is the impetus behind all key performance drivers.

Defining “Exalted” Dignity

The first core competency of great leadership is establishing a philosophical foundation, both personally and professionally. The underpinning of my *People First® Leadership* program is developing a unified philosophy—and the essential component of that philosophy is a belief about the exalted dignity, exalted worth, and exalted potential of all people.

I want to take just a moment to explain why I use the word “exalted” with regard to human dignity, human worth, and human potential. Friends and clients ask me questions like these: “Why is the word ‘exalted’ necessary? Can’t you just speak of the dignity, worth and potential of all people without adding ‘exalted?’”

Let’s begin by defining the term. Merriam-Webster offers these definitions of the word *exalt*:

- **To raise high: put in an eminent position**
- **To raise especially in rank, dignity, wealth, power, or character**
- **To elevate by praise or in estimation**

Based on these definitions, we see that to *exalt* something is to elevate it with regard to its rank, power, and character. It is my belief that mankind is the pinnacle and crowning glory of all God’s creation. Therefore, I refer to the dignity, worth, and potential of men and women as *exalted* in rank, power, and character over every other creature on planet earth.

Once you understand the status of men and women as elevated in terms of their rank, power, and character over all creation, you will refer to their dignity, worth, and potential as *exalted*, a term which perfectly harmonizes with man’s God-given position. It is my profound hope—perhaps I should call it my dream—that once we all see our fellow human beings as co-equals—all possessing the same exalted dignity, exalted worth, and exalted potential—that individuals, organizations, and governments will no longer treat people with such disrespect, devaluation, and dishonor.

I have seen a shift in the last decade with regard to many organizations developing engagement philosophies that reflect a greater degree of respect, value, and honor for their purpose partners. These companies have created certain values propositions in their ongoing efforts to create alignment with purpose partners and maintain a competitive advantage. They encourage their purpose partners to be conscious of those values and live them out in the workplace. One of the most popular of these value propositions is often referred to as a Customer Value Proposition. Recently some businesses have gone on to create an Employee Value Proposition. But these propositions lack the fundamental philosophical foundation that incorporates a definition of human dignity and worth.



The **People First Human Value Proposition** provides that foundation, one that reflects the exalted dignity, worth, and potential of all people. It should be added to the corporate lexicon and ultimately embedded in every family, civic, and corporate culture. To dismiss the transformational power of the Human Value Proposition as an engagement strategy and to allow other value propositions to eclipse its exalted worth is to miss a golden opportunity to fully unleash the untapped potential that lies within all of your purpose partners.

Many company leaders assert that “Our people are our greatest asset,” but fail to formally craft a written Human Value Proposition that is *at least* a foundational equivalent to their other corporate value propositions. These leaders’ success strategies are missing the most powerful tool for closing the engagement gap.

Turning Ordinary People into Extraordinary Performers

I have been researching best business practices for forty years. Most members of our People First International team hold advanced business degrees. Yet with all our studies on motivational strategies, would you believe that none of us has ever attended a lecture proclaiming the dignity and worth of people? Oh sure, people mention “the greatness of humanity” and drop clichés about “People are our greatest asset” in passing. But *no one on our team* ever sat in an MBA class or picked up a leadership book that began with a definition of what it means to be human as the axiom for human engagement.

I wrote such a book in 1997, titled *Untapped Potential*. The publisher, Thomas Nelson Inc., has a proud, 200-year history as one of the largest publishers of inspirational material in the world. My editor told me that Nelson had never—*never*—published a book about motivation and business development in which the author predicated his or her theory for sustainable success on a definition of what it means to be human. I had hoped that *Untapped Potential* would become the first of many books establishing this fundamental principle, but,

to the best of my knowledge, it remains unique.

I wrote another book, *People First*, which continued to champion this people-centric philosophy. Then our team developed the *People First Leadership* program to help organizations turn these principles into the ultimate sustainable engagement strategy. Last year, in order to further advance this concept, I condensed my thoughts about what it means to be human into ten declarative statements. These propositions provide the source of ultimate engagement and people-based leadership.

The People First Human Value Proposition

1. All men, women, and children of all races and nationalities are created equal.

I have a dream that one day this nation will rise up and live out the true meaning of its creed: “We hold these truths to be self-evident: that all men are created equal.” — Martin Luther King, 1963

2. Therefore, no one individual, race, or nationality is inherently superior to another. No one is “more human” than another.
3. Consequently, each one of us possesses the same exalted dignity and exalted worth.
4. Moreover, we possess unique gifts, talents, and strengths.
5. It follows, then, that our lives have profound meaning and purpose. All of our thoughts, choices, words, and actions are significant and influential.
6. In addition, our lives are packed with untapped potential, and thus we are responsible for developing ourselves – mentally, physically, spiritually, socially, financially, and emotionally.
7. Furthermore, our growth as human beings is unalterably related to how much and how well we listen to, honor, celebrate, serve, forgive, respect, and value other people and how well we help others to grow more meaningful, responsible, and virtuous lives. Our individual growth is also in proportion to how gracious we are towards others when they offend us.



8. Hence, one of the best ways to humbly manifest that we are not living a self-absorbed life is by esteeming others more highly than ourselves and by seeking the well-being of others over our own.
9. By behaving in this disciplined manner, we will demonstrate to others that all men, women, and children possess the same human value proposition.
10. This consistent People First practice will encourage us all to maintain a more caring, sharing, honoring, trusting, respectful, loving, and humble world, in which we all live more productively, more joyfully, more peacefully, and contribute more effectively to each other's enduring legacy of truth, wisdom and excellence in all things.

This People First Human Value Proposition is the life-giving source that supports the development of every derivative corporate value. It is of first order in the organic chain of value propositions, followed by a Customer Value Proposition and an Employee Value Proposition.

We tell our clients that **belief precedes behavior, philosophy precedes performance, and theory precedes practice.** In other words, the practice of everything we do in business is the fruit of some philosophical root. Therefore, there is no such thing as a skill-set without a mind-set. Before we *do* something we must, of necessity, *think* something. Hence, we must first of all think about building a solid philosophical foundation that will undergird all value propositions concerning our internal and external customers.

Fundamentals and Derivatives

Is it a good thing to have a solid Customer Value Proposition and an Employee Value Proposition? Of course! One organizational development consultant insists that a well-developed Employee Value Proposition virtually doubles (from 24% to 47%) the likelihood that purpose partners will act as advocates for your company.¹⁵ An Employee Value Proposition is a great way to create a bond between an employer and a new hire, but there's an even better way to do that, which is to acknowledge that we already *have* a bond—the ten points of commonality in the Human Value Proposition—and that we celebrate that bond at our company.

Customer Value Propositions and Employee Value Propositions undoubtedly have their solid derivative value; however, if a leader establishes a hierarchy of order in a business strategy map, but fails to acknowledge that these propositions are derivative in nature, that leader is in danger of confusing the effect for the cause. I wholeheartedly affirm the worth of these derivative value propositions, but I am simply asking this: How much more should we esteem that which supports and gives meaning to all the other values? Our understanding of what it means to be human is fundamental; if we regard customer satisfaction or even employee satisfaction as being superior, we build a business model on an inadequate foundation that lacks the capacity to fully tap the rich potential in all our purpose partners.

My assertion in this article is that American companies don't tap that potential because our leaders have not been taught how to truly engage people. We tell purpose partners to "Go out there and give them great customer service!"

¹⁵ Talentsmoothie "Employee Value Proposition (EVP)" <http://www.talentsmoothie.com/sbd/wp-content/uploads/2010/02/Employee-Value-Proposition-infosheet.pdf> Viewed 7/30/2013





Yet I see so very many people who provide mechanical customer service; they're not the least bit warm or genuine.

A cashier drones, "Did you find everything you need today?"—only marginally breaking the monotone to add the question to the last word. Without ever making eye contact, this "customer service professional" hands over the receipt and murmurs, "Thank you for shopping with us." **When service personnel are cold and perfunctory, customers feel no sense of connection and no sense of loyalty.** They long for a place where someone will greet them with a smile, call them by name, and make them feel like they're truly appreciated.

I believe this kind of impersonal service is the result of losing our human value compass. A human value compass provides leaders with a true north heading that creates new levels of sustainable purpose partner engagement. A "magnet culture" is created by outrageously engaged human spirits who are treated exceptionally well and passionately spread the word to other like-minded people.

The Heartbeat of Sustainable Success



The Human Value Proposition is the rich, human spirit soil in which to grow a vibrant, healthy

culture that profits everyone; purpose partners, suppliers, and customers who interact with a People First culture are influenced and inspired by its noble philosophy.

Let your company be a model of profitable well-being! That begins with leaders who are living examples of this inspiring value proposition. They live and work in a way which proclaims, "This is the best way to live your life and to be as profitable as you can possibly be." They're not practicing a cold, impersonal technique to increase revenue; they are manifesting their in-living excellence. The clear message every purpose partner receives is, **"No one is going to treat you better than we will and no one is going to train you better than we will, because of the human value bond that connects us."**

Leader, how do you think the financial well-being of your organization would be impacted if even two-thirds of the men and women in your employ were enthusiastically engaged with living out your corporate values, enthusiastically engaging with your customers, and genuinely striving to make your bold goals for the future a reality? A 2012 study of 50 global companies by Towers Watson found that companies with the traditional low levels of employee engagement ran an average operating margin of just under 10%. "Among those with high traditional engagement," the study concluded, "average operating margin was just over 14%. But among those with high sustainable engagement,¹⁶ average one-year operating margin was close to *three times higher*, at just over 27%."¹⁷

Establishing a Human Value Proposition will create the kind of profitable, sustainable engagement that the Towers Watson study is championing. But don't take my word for it; ask the investors. What do investors value most in a company? You might well believe it would be solid capital assets, availability of

¹⁶ Towers Watson defines sustainable engagement as "The extent of employees' discretionary effort committed to achieving work goals (being engaged) ... An environment that supports productivity in multiple ways (being enabled) ... [and] A work experience that promotes well-being (feeling energized)."

¹⁷ Towers Watson "2012 Global Workforce Study," p. 8 <http://towerswatson.com/assets/pdf/2012-Towers-Watson-Global-Workforce-Study.pdf> Viewed 7/29/2013



working capital, earnings history, etc. Glassdoor Talent Solutions recently posted an article which identifies the heartbeat of sustainable success: the **human spirit**.

People play a tremendous part in the stock value! Investors understand that the people in the company are what make the true value. The ideas generated, execution of ideas, and awesome customer service make a company a good investment. As a result, there is a stock ratio called price to book ratio, which divides the price of the stock by the book value. So, any value above one shows that the investors think there is more potential.

If you look at the assets of Facebook, you realize there are not a lot. Some buildings, some servers, but not a lot you could sell if you are liquidating the business. So what are investors investing in? They are investing in Facebook's ability to continue to innovate and maintain the internet presence that they are, which simply means the people, and which explains why Facebook has a price to book ratio of 5.23 right now. To give some contrast: GE, which has a lot of assets (jet engines, machinery, etc.), has a price to book ratio less than two (2).¹⁸

Extraordinary profits are driven by extraordinary belief in the extraordinary value of the human spirit. You will personally profit from adopting this transformational belief; your purpose partners will profit both personally and professionally; by necessary extension, your customers will profit through their interactions with your outrageously engaged purpose partners; and finally, your shareholders will realize a great return on investment!

10 Rules for Creating Outrageous Engagement

The following rules will create the high-engagement culture I've been advocating.

Rule #1: Develop a comprehensive philosophical system for sustainable personal and organizational growth and engagement—values, mission, and vision—and communicate that philosophy in such a way that everyone will buy in and genuinely want to live that philosophy and make it a reality.

Rule #2: Your senior leadership team must be exemplars of your philosophy. In other words, their lives must be worthy of respect and trust because they are models of truth, wisdom, and excellence in all things.

Rule #3: Specifically define what high engagement should look like in your organization.

Rule #4: Sustain the fires of high engagement by teaching everyone to develop a shared commitment to help one another to grow personally and professionally. This creates a culture of shared accountability, in which everyone has permission to speak the truth in love to one another with regard to each one's level of engagement.

Rule #5: Leaders must constantly communicate to purpose partners why high levels of engagement are important to their own success and how their total engagement contributes to the overall profitability of the organization.

Rule #6: Give purpose partners feedback on their levels of engagement. In addition, all purpose partners' engagement levels should be tied to their performance appraisals.

Rule #7: Enthusiastically celebrate all purpose partners who demonstrate that they are living examples of your organization's description of full engagement.

Rule #8: Consistently communicate your organizational execution strategy and explain how everyone's role and responsibility is critical to the fulfillment of that strategy.

¹⁸ "How Investing In Your Employees Raises Company Stock Value," Franz Gilbert, Glassdoor Talent Solutions Blog, March 24, 2013 <http://www.glassdoor.com/employers/blog/how-investing-in-your-employees-raises-company-stock-value/> Viewed 7/30/2013



Rule #9: Annually measure the levels of engagement in your entire organization and communicate to everyone if the organization is progressing or regressing and why.

Rule #10: Habitually encourage everyone to practice the art of putting people first by demonstrating humility, honor, and grace toward one another in every word, and deed.

I am working to encourage every leader I meet to accept the People First Human Value Proposition, to believe it, live by it, and teach it to every one of their purpose partners. I'd further encourage you to include it as the foundation for your organizational philosophy and the starting point for your scoreboarding. Then build on that philosophical foundation by incorporating the 10 Rules for Creating Outrageous Engagement into every aspect of your strategic planning. **We will become so much more profitable in every area imaginable when we learn to think in this values-based way and act accordingly.**

The outcome is the maximization and multiplication of the human spirit capital of everyone in the organization. *This* is how to create a peak-performance magnet culture. People will beat your door down—not only because they want to work for you, but also because they want to buy your products and services. The greatest magnet of all that will draw men and women through your doors will be that they want to get to know you and actually be friends with you!

The single most effective way for leaders of an organization to gain a sustainable competitive advantage is to invest in the development of all purpose partners' personal and professional well-being. I've often said that organizations don't change, grow, and develop; people do! **The personal drives the professional.** Everyone in an organization must learn how to improve their personal lives if they are going to improve their professional lives.

"People First" is not just a phrase; it is a way of thinking, living, and working. When you develop and maintain a culture that truly exalts the

dignity and worth of human beings—*all* human beings—your organization becomes "the purple tile on the gray wall," as we like to say. You will stand out like a searchlight piercing the night sky. Your relationships with both internal and external customers will be intensely *personal*—there will be no more "close encounters of the impersonal kind." You will build loyal, trust-based relationships which run deeper and last longer than anything that can be stimulated by high pay or low prices. People will respond in their spirit to your People First culture; they will want to be a part of it. They will want to engage with it. They will want to remain in it!

Communicate, Communicate, Communicate!

Noel Fogarty, a leader whom I respect tremendously recently told me, "You must make a concentrated effort to help all your purpose partners make a heart connection with the mission. **One thing I've learned is that if you think you've communicated, you probably haven't.**" Communicate your belief in the People First Human Value Proposition. Communicate your belief in the exalted dignity, worth, and potential of people. Communicate the organizational philosophy and your strategic model for the organization. Communicate your commitment to learning and growth. And above all, encourage every member of your leadership team to commit to catching purpose partners doing something *right* and then sincerely, specifically, immediately, and personally celebrating them. This should be considered one of every leader's *daily* responsibilities.

Communicate with everyone in your organization so that they:

Understand your philosophy, so that they ...

Agree with the organizational philosophy, so that they ...

Value these unifying beliefs, so that they ...

Care about how they manifest the philosophy



as exemplars—competent, confident ambassadors and stewards of the values, mission, and vision of the company who are consistently living in ...

Alignment with their roles and responsibilities, so that they will more effectively ...

Serve others as they continue to ...

Grow in humility, so that they will be thoroughly equipped to ...

Meet the Needs of all stakeholders.

When we truly honor others and value them as *people*—not merely as “purpose partners” or “customers”—we cement bonds that cannot be created in any other way. The People First Human Value Proposition is waiting for bold, visionary leaders to fully believe, embrace, and utilize this

philosophy. When they stand on this rock-solid philosophical foundation and incorporate the 10 Rules for Creating Outrageous Engagement, they will reap a spectacular, sustainable harvest of fully engaged purpose partners, happy customers, and high profits! 



Become a People First Certified Company

At People First International, we're nothing short of DRIVEN to bring about total transformation in the workplace. We're passionate about building a better world ... one person, one family, one organization at a time.

And we want you to be next!

Our diagnostic tools, coupled with our leadership training and certification, provides you with everything you need to enrich the spirit and increase the effectiveness of everyone in your organization.

There are no shortcuts here ... just real, solid progress and true transformation.

As you adopt the People First Leadership Playbook, you'll watch as your entire culture is revolutionized, becoming a wildly successful breeding ground for inspiration, innovation, and enthusiasm! Suddenly, your competitors begin to seem irrelevant—not even on the same playing field!

“My message to my Senior Team is that this has the potential to have the most transformational impact on our lives and our company that we will ever encounter, and will create a culture gap between MiTek and our nearest competitor that is so wide, it will be inconceivable to imagine them ever coming near to us culturally.”

Thomas J. Manenti
Chairman and CEO

MiTek, Inc. – A Berkshire Hathaway Company
A People First Certified Company

When you've completed your People First Certification, every person you and your Purpose Partners encounter will notice the difference and appreciate the change in attitude, in service, and in professionalism. People will want to know your secret. Tell them the secret is putting People First!

The BEST time to get People First Certified is NOW, BEFORE your competition does.



We Invite You to Join The Ranks of Our People First Certified Companies!



CONTACT US TODAY AND LET US GO TO WORK FOR YOU!

800.314.7605



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