

It's all about people

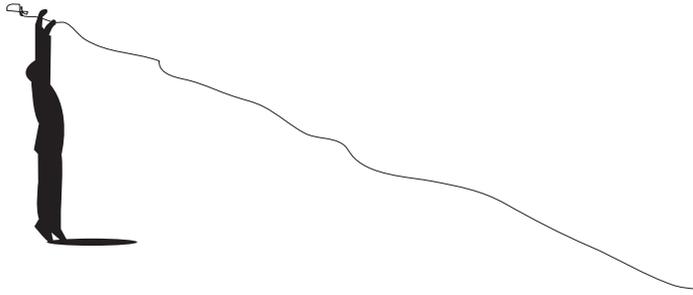
How to attract and engage the best and brightest employees

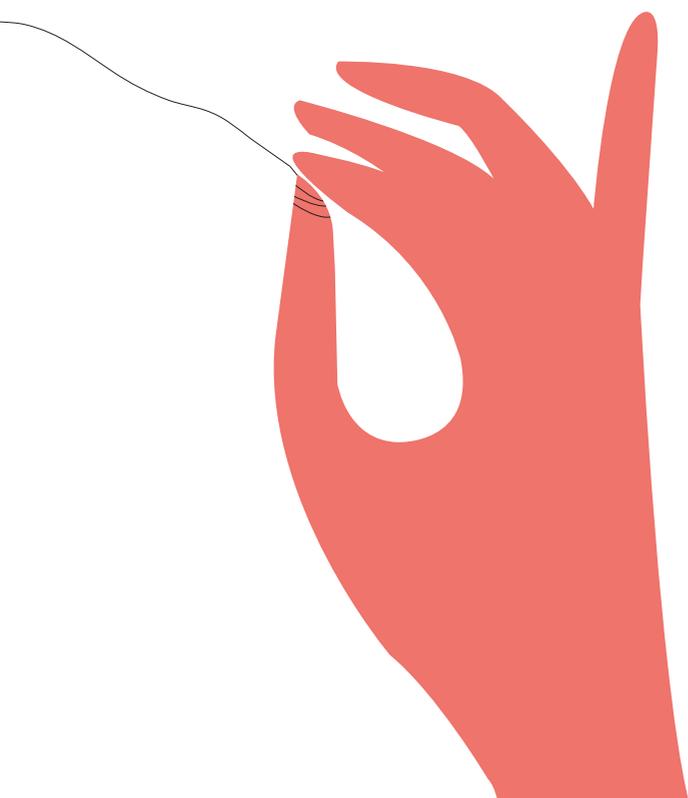
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Big thanks to Anders Kongsbak for organizing the student competition that laid the foundation to this book.

Credit to Alfred Josephsen and his Danish book of the same name: It's All About People.

IT'S ALL ABOUT PEOPLE

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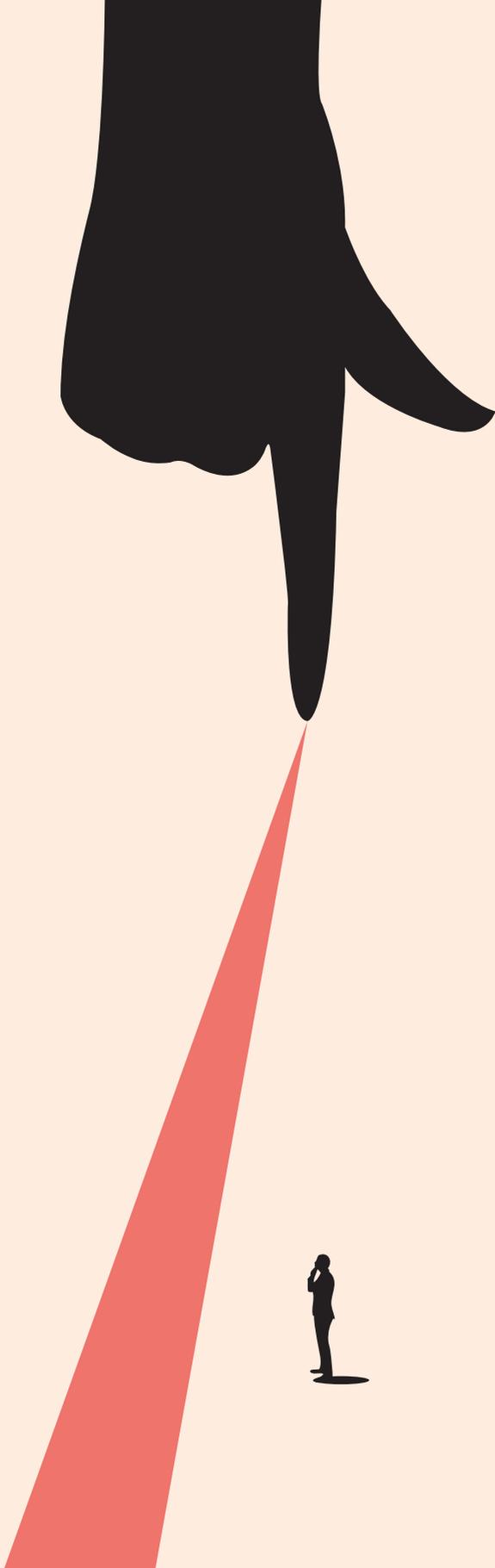
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It's all about people

How to attract and engage the best
and brightest employees



**“Leadership
is not about
being in
charge.
Leadership is
about taking
care of those
in your
charge.”**

Intro duct ion_



It's easy for leaders to take their employees for granted—the entry-level workers, customer service reps, salespeople, branch managers, project managers. They don't necessarily command the high salaries of the leaders in the C-suite, and they don't have the same access to the CEO in the corner office.

But these are the people who *bring in the money*. They get projects done on time. They interact with customers, and either build profitable customer relationships or drive potential customers away. Across the organization, what employees do every day either *makes* money for the company or *costs* the company money.

The savvy CEO knows that to be fully productive, a company's employees need to be *engaged*. They need to feel good about their jobs and the product or service they're selling.

They need to feel appreciated and that their work means something to the company and their community. Unfortunately, employee *disengagement* is common. For too many companies, this condition is both costly and needless.

In the 2013 State of the American Workplace Report, a Gallup study concluded that up to 70% of American employees do not feel engaged at work. This alone was estimated to cost US companies roughly \$450–\$550 billion annually (Cbsnews.com, 2013).

Another supportive statistic was also found from a Gallup survey revealing that worldwide only 13% of employees are engaged at work (Gallup, 2013). Therefore, this issue is international.

A happy employee contributes to an average of 31% higher productivity, 37% higher sales, and creativity three times higher (*Harvard Business Review*).

There are many more similar statistics. Millennials (the cohort aged 23 to 37) aren't content sitting at a desk from nine to five and completing a set of routine tasks, as their Baby Boomer parents did. They're putting more emphasis on cultural fit and finding a company that's in alignment with their values. They're looking for perks like flexible schedules, opportunities to work remotely, casual dress codes, and open-concept offices. More important than perks, however, they're looking for meaningful jobs with clear objectives. Millennials want work that they feel fulfilled by and enjoy doing.

At Relationwise, our mission is to make better relations between companies and their employees and customers. To do so, we turn "high-tech into high-touch." Our goal is to help companies develop engaged employees and build stronger and more profitable customer relationships. In our opinion, modern businesses wrongfully believe margins come before people. We want to show them a better way!

We developed the Relationwise Student Challenge to provide an opportunity for young leaders to share their thoughts, knowledge, and ideas about employee engagement.

We're particularly interested in how they think the relationship between businesses and the people in them is going to change in the coming years.

We asked business students to write an original piece of content in 1,000 to 2,000 words about this topic: “The benefits of making employees happy.” The keys ideas we proposed were:

“The way you treat your employees is the way they will treat your customers.” – *Richard Branson*

“A 2% increase in employee satisfaction = a 2.5% increase in customer satisfaction = 6.5% ncrease in earnings.” – *Copenhagen Business School Study*

A people-centred business is both more holistic and more sustainable.

Many of the contributors are from top business schools around the world. Their contributions were amazing and insightful, and we’re proud to offer them in this book. People who will want to read this book include human resource managers, CEOs, and anyone with staff responsibility. We know they’re very interested in understanding the next generation of employees. By reading the book, business professionals will get to know what they need to do to attract and keep their future employees.

So without further ado.... In random order, here are the seven winners!

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Chapter 1



Family first: An explorative article to develop employee happiness

Don't you wish your boss said, "Well done," and really meant it?

Don't you wish the company you worked for let you drink the bottled water in the fridge instead of saying, "It's only for customers"?

Or don't you wish you actually enjoyed where you worked instead of thinking, "Off to work again...."?

These are just some of the questions that *your* employees are probably asking themselves, and even though *you* might not care about them, perhaps your bank balance at the end of the month might.

This is an article for those who want to succeed in business, and the best way to succeed is to start from home. Employee happiness is the key. But what does this really mean? What is the causation behind this? There is no definitive answer to this question, but perhaps drawing on my experiences from my family's businesses and my military background may give managers and employers some insight into what could make employees happy.

I came from an Italian community where it was common for someone in your family to own a small business or a restaurant. Fortunately, I was blessed with my mother owning her own beauty clinic and my uncle owning a restaurant. Both businesses relied on

on customer service provided by them and their employees. However, each had a different method of staff management, which can benefit larger organizations and increase employee happiness.

Firstly, my family always treated staff like family.

At the restaurant, whatever my family ate, the staff ate. Yes, this wasn't the most cost effective method, but this allowed us to get to know our staff better and for them to know first-hand the food they were serving. At my mother's salon, sometimes my mum would give the staff massages and take them out to lunch. Even though my mother didn't have a huge payroll and thus it was easier to build these personal relationships, the point here is that even though you are the boss or manager, you should always try to build lasting relationships with your employees, put your employees first, and break away from the old school hierarchal system where the boss sits at the top and everyone else does the dirty work.

At times, my family would invite their staff to our house where we would have drinks, dinner, and have a chit-chat unrelated to work. My family didn't have time to make friends outside of work, so they bonded with their staff to make friends. Of course, this didn't work for everyone, but I have often seen employees trying to come back to work with us after they had left. Some have even said they'd be willing to work for less should they be allowed back!

What my family created was something truly unique. They created a home for their employees. Never have I heard anyone talk negatively about my family, and whenever I visited the restaurant or the salon, their employees said they'll do anything for my uncle and mother. Sometimes they would work longer hours just to be around them and hang out. This positive attitude eventually transmitted to our customers as a by-product. Customers loved coming to the restaurant due to the family vibe they felt and experience. A lot of customers said that they came to us because they knew that they'd be treated right. Sometimes, even if the prices for certain meals were high or the treatments were expensive, the customers didn't care. They loved the service they had and always brought their friends and family.

My family's methods may have been unconventional, but you could see the benefits, as employees were happy. Why is employee happiness important, you may wonder? Employees only care about how much money they earn is what you're probably thinking. Well, you can think again. Studies—and here comes the boring part—have shown that happy employees equal happy customers, which means higher sales (*Wagner, 2017*). The following statement is from a Gallup Report on employee satisfaction and profitability for a firm:

“The data indicates that workplaces with engaged employees, on

average, do a better job of keeping their employees, satisfying their customers and being financially productive and profitable.” (*Gallup Review*, 2002)

My time in the Royal Marines taught me another example of creating happiness amongst employees. The first thing our commanding officers told us was that they would never ask us to do anything they could not do themselves. Arguably, one of the most horrendous experiences a young recruit had to carry out in their military career was the infamous “wet and dry” routine. While out in the field, at the end of the day you take off your wet clothes, get in your clean, dry clothes, and sleep. The next day before going back on patrol, you put your horribly clammy, wet clothes back on. While we knew that always having a dry set of clothes in which to sleep was mandatory for survival, we all hated this. But we drew courage from seeing our commanding officer doing the same routine as us and he expressed his hate for the routine just like us. Just seeing our commanding officer doing what we were doing boosted our morale.

The moral of this story is to never ask your employees to do something you would not do yourself.

Leadership takes many forms. In the military, an officer is not only a commander in charge of ten, twenty, or five thousand men.

They are also at the disposal of their soldiers.

Whenever one of us needed something, they were there to ensure that whatever we needed became their priority and went above and beyond to deliver it. Our officers ensured that we had the tools needed to carry out the jobs. Not only that, our officers were very good at spotting talent for other services in the military for us to excel or progress in. This allowed the organization to grow and to innovate.

Another important factor which makes the military different is their recognition system. This does not mean that they praise everything you do. Colourful language was deemed to be the most appropriate method of criticism for soldiers. However, they recognized the importance of merit. The military is a meritocracy, and praise is given when praise is due. At the core of the military is camaraderie. Everyone is not seen as a worker or soldier but as a brother, sister, mentor, or friend.

All servicemen and women know that whomever they work alongside with, that person will give their best. Fundamentally, this is something that many working environments sorely lack. Camaraderie. Being part of something bigger than yourself and having a purpose towards achieving that mission or goal together is something that should be developed in every organization.

There is no surprise as to why people stay in the military for such a long time. The military is an excellent organization for managers to look for clues on improving employee happiness.

Coincidentally, the Gallup Report mentioned earlier in the article provided a list of statements which employees found important for happiness. The list is uncannily similar to what the military practice:

1

I know what is expected of me at work.

2

I have the materials and equipment I need to do my work right.

3

At work, I have the opportunity to do what I do best every day.

4

In the past seven days, I have received recognition or praise for doing good work.

5

My supervisor or someone at work seems to care about me as a person.

6

There is someone at work who encourages my development.

7

At work, my opinions seem to count.

8

The mission/purpose of my company makes me feel my job is important.

9

My associates (fellow employees) are committed to doing quality work.

10

I have a best friend at work.

11

In the last six months, someone at work has talked to me about my progress.

12

This last year, I have the opportunities at work to learn and grow. (Gallup Report, 2002)

In conclusion, there is plenty of evidence that employee satisfaction is good not only for the firm but also for the firm's profitability. Happy employees equal happy customers. Happy customers equal loyal customers. Loyal customers equal more and consistent sales. There is no right or wrong method to achieve employee satisfaction. However, the most important takeaway any manager or organization should adopt is the need to create a family within the workplace.

JULIAN KELLY

University: Melbourne Business School

Chap- ter 2



You shall love your employees as yourself

Who is your employee? Who is your customer? Who are you?

Beyond names, roles, hierarchies, gender, race, religion, we are all human beings. Although it may sound trivial, most organizations seemed to have overlooked this basic fact, ignoring the personal side of people at work.

What is a human being? Isn't he or she a body, mind, heart, and soul, and the connections among them? Then what are the reasons why organizations have always focused on the body and the mind, ignoring heart and soul? Perhaps, due to ignorance, or because of respect for the personal aspects of the employee, or because of the interest to make them get work done quickly through the only use of formal authority. Ignorance played a role for sure, but I'd bet the last one prevailed.

Now that change is happening at an unprecedented pace, mostly technology-enabled, and that creativity and innovation are highly demanded, companies have started to be concerned about happiness of their employees.

Yet it doesn't seem quite a genuine interest. On the contrary, it sounds like a self-interested reaction. Am I wrong?

Firms have at least started to be concerned about it; and what is more important, their own

top executives are undertaking individual transformational processes to become better human

beings who are more capable of leading in this new era of transparency. There is no other way out. Authenticity is all to lead the whole self of the human being. And, as result,

corporate culture will have to be adjusted accordingly, embracing the right values and providing all the required systems and methods to make those values effectively part of the everyday, for the whole firm.

It's true that your employees treat your customers in the same way you treat them, and that, therefore, it's convenient that you treat them well. However, treating well your employees is much more powerful than the impact on customer satisfaction. Happy employees impact the organization both internally and externally.

The benefits spread across the complete company. To name a few, happier employees translate into:

- Willingness to work harder,
- Collaboration among colleagues,
- Improved self-confidence,
- New and fresh ideas, with the resulting impact in innovation,
- Lower employee turnover and associated costs (direct, such as training and recruiting, as well as indirect, such as opportunity costs of having new, low-productivity employees for a catch-up period),
- Lower level of conflicts,
- Better relations with customers,
- Improved company reputation as a good place to work,
- Better profiles looking for opportunities in the company.

A key vehicle
to make this
corporate-
wide trans-
formation be-
come true is
having
simple con-
versations.

Meaningful conversations. It's all about communication, but in a different sense of what we are used to. It's not that much about passing messages effectively, especially top-down, but about deeply listening to each other with respect and genuine interest for both parties' well-being. It's about being empathetic, about being brave to point out weaknesses in a true, constructive way, as well as accompanying others in the process of resolving those weaknesses.

When these kinds of conversations take place systematically, a new atmosphere emerges in the workplace, characterized by trust, generosity, sense of belonging, openness, renewed optimism, positivity, and collaboration. In these conditions, fear and uncertainty around change are reduced, while unlearning and learning, as well as change, are boosted.

**In other words,
love needs to
be brought to
the workplace.**

It is companionate love, not romantic, of course. It's based on warmth, affection, and connection. Those who perceive greater affection and caring from their colleagues perform better, and the overall impact on outcomes can be significant.

But few managers and executives focus on building a positive emotional culture. That's a big mistake!

Therefore, the challenge for companies in the digital era will be to start to talk about companionate love; to develop strategies with this new component, and execute them effectively, in the long run. Business sustainability will depend on its success, more than ever before.

As Pierre Nanterme, Accenture's CEO, states, *"We work at a digitally enabled, relentless pace, which can disrupt our ability to sleep enough, eat right, exercise, and spend time with the people who matter most. Let's evolve to take care of our total selves—body, mind, heart and soul—so we can be our best, professionally and personally. A stronger connection with our whole selves means stronger connections with each other, creating a greater sense of belonging."*

In other words, the big move towards a more human organization is both desirable and convenient to be able to treat each other better within the organization, and so build better relationships with customers. But at the same time it will be inevitable in the context of massive digitalization.

In a digital world, human connections really matter.

Looking forward, the challenge for companies is to become more human, to develop business strategies centered on its people, customers, and employees. This will require a big effort in several fronts:

- Redefining their culture and core values,
- Tipping scales in favour of collaboration instead of competition,
- Developing talent management systems and processes that support this movement, e.g., setting employees objectives based on their individual strengths, encouraging each employee to get to know him or herself, real-time and forward-looking performance assessments, reward systems also based on each employee contribution against self-potential.

In this process, it will be instrumental to increase the role of women in organizations and facilitate their wider access to leader

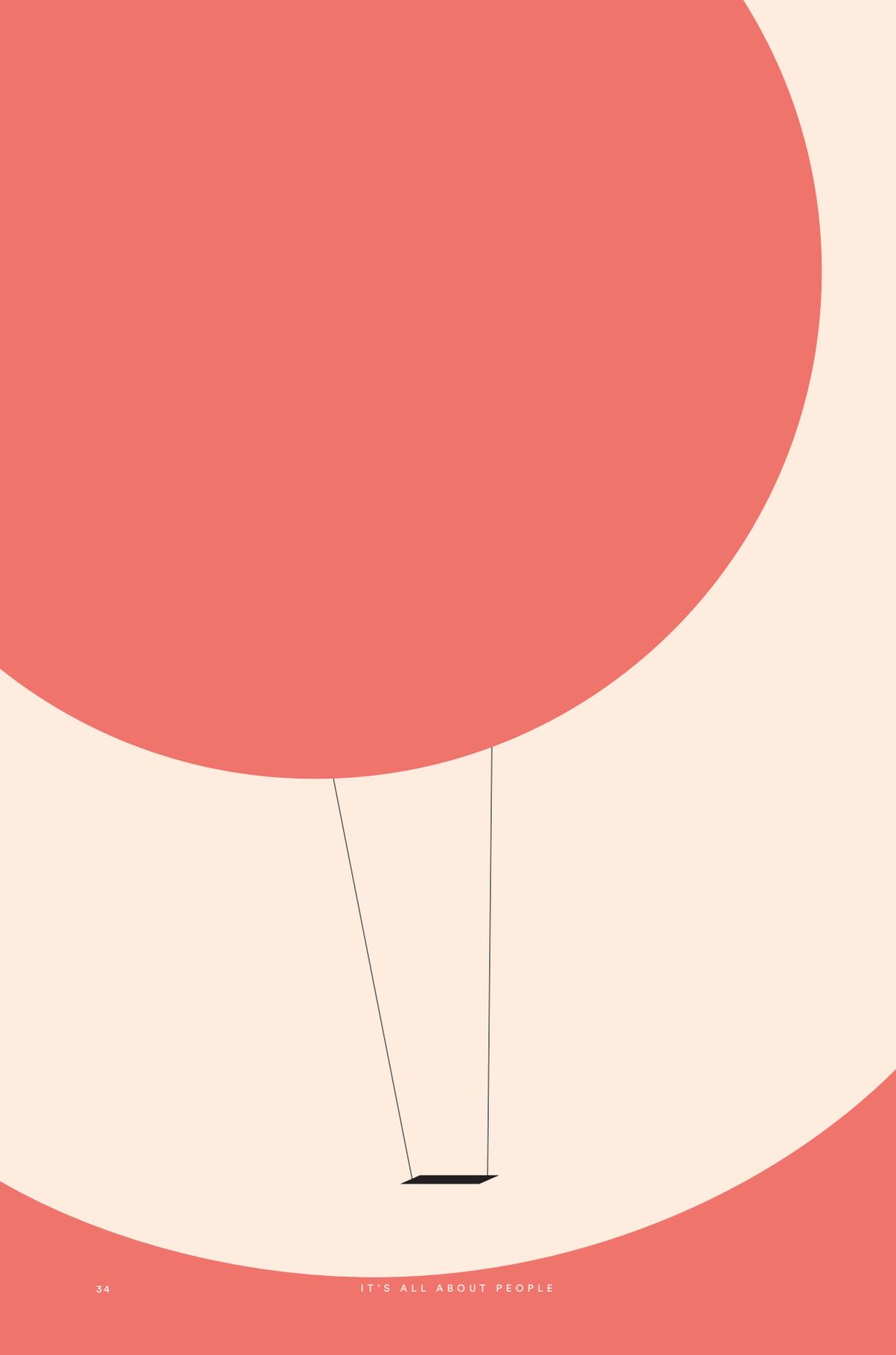
ship roles. I think they would bring more sensitivity, compassion, and reflection to the business arena, which are instrumental traits to developing a more human organization. I believe that men can learn much in this area, so that they don't feel ashamed or scared to demonstrate sensitivity, and the organization gets more homogeneous, beyond genders.

The bottom line is that the drive to a more human organization is the challenge of the digital era, as well as that of the organization with the less ambitious goal of just achieving sound and strong relationships with their customers by starting with their employees. The role of leadership is key to developing an integral strategy aimed at disrupting its corporative culture by introducing the notion of companionate love, as well as focusing on inclusion and diversity, both understood in the broader sense of the term, which considers each person unique, and embraces differences as strengths. Ultimately, the corporation will have a huge educational challenge ahead.

GIORGIA CAPPELLETTI

University: John Cabot University

Chap- ter 3



Happy employees: the perfect formula to raise productivity and the bottom line

Who said that non-economic objectives are at odds with maximizing profits?

More and more companies are reconsidering the effectiveness of raising prices and cutting cost while leveraging their efforts to the most valuable factor of production: labour.

If given the right resources and services, employees are going to raise your bottom line.

The strategic management of well-being and health policies can yield different business benefits including higher productivity and creativity, reduction in absenteeism, and lower turnover rates.

Employees are the functional gears of your business; you better have the best working environment to spur their productivity and loyalty over time. On average, 80% of your workforce is unhappy with their job (Shontell, 2011). To prevent them from complaining the whole working day to their colleagues and spreading negativity to your staff, you need to understand how they feel. Surveys and focus groups can be effective sources of feedback from your employees, given the fact that they are not going to dissent with you directly. It is common sense to think that higher salaries foster employee

happiness. As reported by ASAE, almost 90% of managers rely on better paychecks to retain their employees; however, the same percentage of employees declare they would leave for a better working environment, which is reasonable since the average employee spends 90,000 hours of his or her life at work (Thompson, 2017).

Your objective is to maximize the utility of these working hours. Push your employees to do their best through an inspirational work space, opportunities for growth, and a close-knit community.

An overall increased performance by itself should be enough to convince managers to make their workers happier. Satisfied employees are more productive, engaged, creative, and less prone to absenteeism. Conversely, unhappy workers take more coffee and bathroom breaks. In the paper “Happiness and Productivity,” research conducted by the University of Warwick reported evidence of the causal link between happiness and performance.

Researchers found that, on average, well-being boosts productivity by 12 percent. “The driving force seems to be that happier workers use the time they have more effectively, increasing the pace at which they can work without sacrificing quality,” said Daniel Sgroi, a researcher in the study. These findings stress the necessity for managers to invest in the workplace environment, in promotion policies, and in employees’ well-being to yield returns (Holloway, 2014). In a positive environment, workers are more engaged in their tasks and are more likely to contribute with creative ideas that could be beneficial for your team. Shawn Achor, in his book *The Happiness Advantage*, highlights the benefits of a positive mindset in the workplace. He found that, in a happy environment, employees are better at problem-solving, and they are more creative and cooperative with their co-workers. Alexander Kjerulf, founder of

the business consulting firm Woohoo Inc., preaches the benefits of happiness, which is the “ultimate productivity booster.” By making better decisions, learning faster, and being more motivated, workers boost productivity, and consequently, foster better profitability (Ayu, 2014).

But if you are still not convinced about the positive externalities of having happy employees, you may be interested to know that dissatisfied workers “cost the American economy up to \$350 billion a year in lost productivity,” according to a research conducted by the Gallup Organization (Dishman, 2013). And do not forget about turnover costs. When a worker leaves your company, your business is negatively affected by lost productivity, expertise, and engagement; moreover, you need to incur in the costs of searching for and training a new employee. A study conducted by the Center for American Progress calculated the business costs of employee turnover. The average costs of replacing a worker for a low-paid position is 16% of the annual salary; for a medium-paid position is 20% of the annual salary; and for a highly-paid is up to 213% of the annual salary (Merhar, 2016).

How are the most profitable and productive companies dealing with employee retention and happiness? Here are some strategies managers need to follow to boost morale and raise the bottom line.

1. Ensure opportunities for growth and movement.

“When there is movement in your life, there is satisfaction. Status quo is what creates burnout and ruts,” says Steve McClatchy, founder of Alleer Training and Consulting (Dishman, 2013). Companies should provide employees with training programs to foster self-esteem and professional growth. Managers should also offer

promotion policies and clear career paths.

2. Praise your employees when they are doing a good job.

Eighty-two percent of workers feel more satisfied when their job is recognized. “A workplace is far likelier to be a happy place when policies are in place to ensure that people regularly get acknowledgment and praise for a job well done,” affirms Gretchen Rubin, author of *The Happiness Project* (Dishman, 2013). Praised employees will also represent a point of reference and inspiration for other members of your team.

3. Offer flexible scheduling.

Make it easier for your employees to balance their work and personal life. According to the Families and Work Institute, 64% of employees think they do not have time for themselves, 73% believe they do not have time for their children, and 67% feel they do not have time for their loved ones (Lauby, 2013). Try not to focus on where and when your staff works, but rather build a result-oriented environment.

4. Conduct monthly surveys to gather information about workers’ needs and feelings.

Constantly adapt to the feedback you receive to maintain high levels of satisfaction and retention. If an employee leaves your company, take an exit interview to understand which aspects you should be improving on.

5. Introduce health and wellbeing policies.

Even at-work massages or ergonomic improvements can make a difference in daily productivity. The physical well being and happiness

of your employees are strictly connected to their performance, both in terms of quantity and quality.

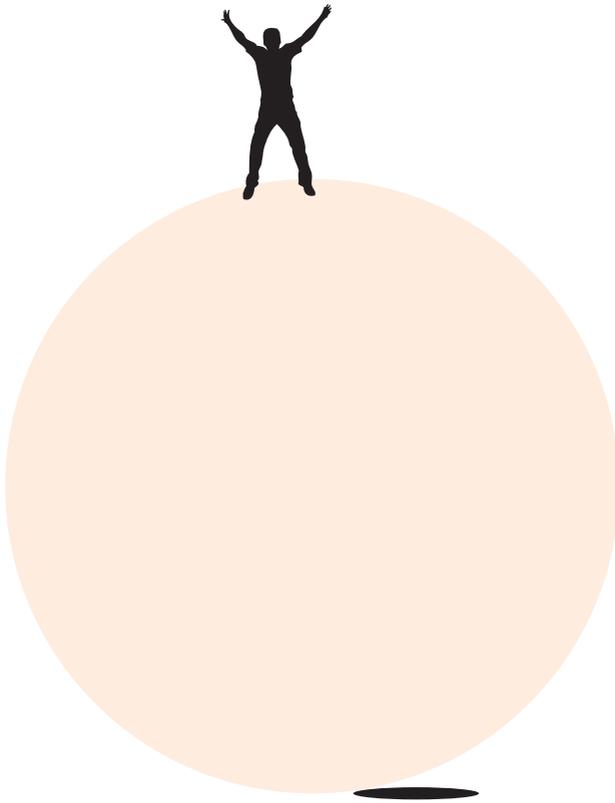
Google takes employee happiness very seriously. Googlers operate in a working environment designed to encourage their health and wellbeing. Some of the policies the organization has implemented include remuneration based on performance; education and development services; free fitness activities, therapeutical services, gourmet meal plans; and an Employee Assistance Programme to help with work-life balance.

The business benefits, reported in the paper “Healthy People = Healthy Profits” (2009), would make any business owner envious. Google is considered to be one of the most desirable places to work for, receiving 1,300 job applications per day and experiencing a minimal turnover rate of five percent.

Danone is following the same path. The global food company extends its business mission on nutrition to its employee’s lives. The introduction of the Active Health Programme “creates a real sense of feeling that this company is different and cares for us,” says human resources director Liz Ellis. The wellbeing policies included in the program are directed to the promotion of good nutrition, management of work-life balance, health, and enjoyable working environment. The business benefits resulting from this project are remarkable: 5% decrease in staff turnover; 91% of employee’s satisfaction with the working environment; and BBC’s nomination as London’s healthiest workplace (“Healthy People,” 2009).

The formula is simple: The happier the employees, the lower the turnover rates, the further the productivity, the higher the sales.

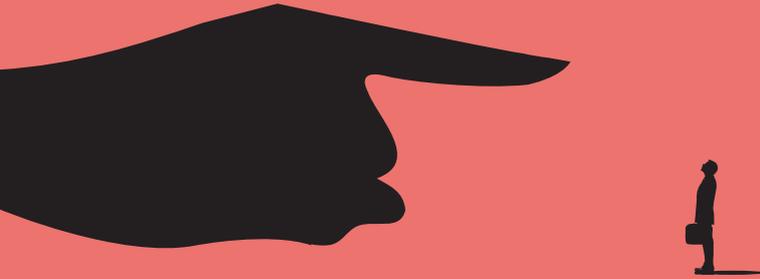
Engage your workers and make them proud to work for you; that is the recognizable strength of a successful company.



VICTORIA DINKOVA

*University: Graduate School of Management,
Saint Petersburg State University*

Chap- ter 4



The way you treat your employees is the way they treat your customers:

The end of the zero-sum era in business

I was waiting for my colleague to show up for our afternoon cup of coffee. It was one of those days when the weather is gentle, you feel great for no reason, and everything in the world is how you want it to be. As she came around the corner and approached me, the anxiety on her face was chilling.

“What happened?” I asked.

“The cashier ruined my mood for today,” she said. “I will never go shopping there again.”

As we drank our coffee, it turned out the cashier in the supermarket nearby was working slowly on purpose, as a sign of protest to the poor working conditions the employer provided.

“If I can work overtime for nothing, then you can wait for five more minutes,” the cashier had announced to a queue of more than twenty people.

So what was the problem? Was it the employee’s attitude towards the customers, or the employer’s attitude towards the employee?

In any case, the result was visible: customers were feeling dissatisfied and anxious, and their perception towards the retailer was changing negatively. At the end of the day, these negative shifts

could harm the retailer's business in the long run, causing loss of market share due to outflows of customers and breakage of customer relationship and trust.

Today, many companies are facing the same problem, and the correlation between *employee* satisfaction and *customer* satisfaction is one of the hot topics among business management analysts worldwide.

It's not a new issue, though. CEOs typically love to say how important their employees are. "Our greatest assets are our people," has been a commonly exploited motto. But since it

is so obvious for executives, why do so few actually manage to put these words into action?

Companies vary in many ways, with different industries, corporate cultures, management styles, KPIs, working approaches, structures, and strategic goals. Some are small startups, others are giant multinational enterprises, but they all share the same crucial feature: they serve their customers through their employees.

All organizations have the same core constituency that drives the business and determines success—their employees.

Regardless of profitability or appearance, the people working for the company are the only ones who can actually add value to its products and services. Employees who are not engaged will add less value. This is why employee satisfaction can serve as a revealing indicator of a company's future in the marketplace and can help spot potential risks of underperformance.

Every contact with a customer is a chance to either establish a relationship with them or lose them. Since front-line employees are those who face customers, it's their responsibility to establish the relationship and to add value to the customer's experience.

At the end of the day, business activities are driven by profit. A fair question is, "Can employee happiness be measured in terms of overall revenues, and affect the company's results and future prospects?" A study by Gallup shows that engaged employees are more likely to improve customer relationships, with a resulting 20% increase in sales. As Herb

Kelleher, the co-founder and former chairman of the board of Southwest Airlines, used to say, "Employees come first; and if employees are treated right, they treat the outside world right, the outside world used the company's product again, and that makes shareholders happy." It makes sense, doesn't it?

A study by the London Metropolitan University reveals that Britons spend a total of 12 years at work during their lifetimes, and 15 months of that will be over and above their contracted hours. Since people spend such a considerable portion of their lifetime at work, it is more than obvious that receiving satisfaction is crucial and highly valued by workers.

So what actually makes employees happy?

Research by Deloitte Global Human Capital Trends of 2,500

organizations in 90 countries concluded that workers today want more than a career—they want an experience and opportunities for self-development. Companies like Google and Disney are known to be among the leaders in employee satisfaction. However, according to the annual CareerBliss 50

Happiest Companies in America, the happiest company in 2017 is Bristol-Myers Squibb, followed by Amgen Inc. Employees of BMS stated the company makes them happy because

it offers stability in tough times, support from the management, and career development programs.

Perhaps not coincidentally, in the second quarter of 2017 Bristol-Myers Squibb reflected a 6% growth in revenues YoY and Amgen posted a growth of two percent.

Dr. Noelle Nelson, a clinical psychologist, best selling author, and business consultant, examines the way happiness can be linked to larger profits. In her book *Make More Money by Making Your Employees Happy*, she cites a study from the Jackson Organization, a survey research consultancy, which shows that companies that effectively appreciate employee value enjoy a return on equity and assets more than triple experienced by firms that don't. "When employees feel that the company takes their interest to heart, then the employees will take company interests to heart," Dr. Nelson says.

But let's return to the unhappy cashier at the beginning of the article. It took her not more than ten minutes to rip apart the relationship my friend had built with the retailer for years.

The retailer would now have to win another client, which is much more costly than having my brand-loyal friend shop there every day. Acquiring a new customer is anywhere from five to 25 times more expensive than retaining an existing one. Moreover, research

done by Frederick Reichheld of Bain & Company shows increasing customer retention rates by just 5% increases profits by 25% to 95 percent.

A CEO must consider not only the way happy employees improve the business, but at the same time how dissatisfied ones can hurt it.

Of course, the management team cannot fully satisfy every employee, especially if the person doesn't fit the corporate culture in the first place. This would not mean that a particular employee is bad or talentless; the complaining cashier from our example could be a very hard-working and gifted person. But it is up to the company to self-reflect and find out if the problem is poor management or a poor job match.

All in all, at the very bottom of all those figures and analysis, and the models to reach satisfaction and “business happiness” contests, the notion is very simple:

People want to be treated well, in a respectful way.

People want their efforts to be acknowledged and rewarded.

People want opportunities to demonstrate their skills.

If your people experience this, they will stay overtime and treat your business as one of their own.

CEOs need to understand that a company cannot be a zero-sum game. To be successful, you need to share the organization's success with the people who worked to achieve it.

Otherwise, it simply won't work.

ANDREW CARLO ROXAS

University: HEC Paris

Chap- ter 5



Three facts to help you understand how happy employees lead to happy customers (and what you can do)

Recently a new business model has emerged that brings a new perspective on the link between organizations and customers, and its effect on business performance.

This is the business model of “happy employees equal happy customers.”

In the case of Zappos, an e-commerce site known for its superb customer service and return policy, this philosophy of creating a culture of employee happiness has been key to their success, and they have the numbers to prove it (*Adaddy, 2015*). In 2009, the company was bought by Amazon for \$1.2 billion dollars and has been constantly growing ever since.

For Tony Hsieh, the CEO and founder of Zappos, this success can be attributed to the culture of the company. “A company’s culture and a company’s brand are really just two sides of the same coin,” he said.

This new paradigm has employers and corporations shifting their HR policies to create a “happy” organization and satisfy their employees. These good feelings will, hopefully, trickle to their customers.

But is there truth to this?

Yes, there is.

Here are three facts that will help you better understand how happy employees equal happy customers.

1. Happiness makes you more productive at work.

Many studies have shown that happiness positively correlates to productivity. The Social Market Foundation in Great Britain carried out a productivity experiment by exposing individuals to happiness “shocks,” by showing a ten-minute comedy clip, giving food and beverages, or asking questions that were specifically designed to make the individuals happy. The subjects were then tasked to complete a test to determine their level of productivity. The experiment concluded that the happiness “shocks” significantly increased the productivity on an individual level by 12% on average and as high as 20%, compared to the control group (*Addady, 2015*).

Exposing yourself to happiness—not just laughter—might be an effective medicine.

2. Happy employees improve the performance of the business.

Employees have been insisting on this for years.

To become more motivated, they want higher compensation, better access to resources, relevant trainings, competitive benefits, and of course, the ubiquitous work-life balance. In return, these employees provide valuable services that influence client satisfaction (*Heskett, 1994*).

Does such motivation bring better performance to the organization? The answer, unsurprisingly, is yes.

Two studies, one based on a sample of 475 firms across different industries, and another based on a list of top 100 companies,

showed evidence of a positive correlation between firm performance and employee satisfaction. The main factors specific to employee job performance that contributed to their satisfaction were: compensation and benefits, job security, leadership, and work / life balance (*Melian-Gonzales, 2015*).

Thus, the responsibility of enhancing employee satisfaction is not only a function of human resources but for management in general.

3. Creating a culture of happiness does not happen overnight.

Zappos has become the ubiquitous poster child for the so-called “happy” organization. But many companies across various industries have already been implementing this type of corporate culture.

Facebook, Google, and Salesforce.com, titans of the technology and information industry, have consistently boasted high employee satisfaction by creating strong corporate cultures coupled with generous salaries, employee engagement programs, and perks that go beyond the workplace (*Loudenback, 2016*).

Some companies have also implemented programs founded on the core values highly prioritized by their employees. For example, companies whose employees value work-life balance may implement programs such as memberships to health clubs and gyms, vacation options, and extended maternity and paternity leaves to keep employees happy and productive.

These companies, however, did not build their positive corporate cultures overnight. Google, for example, forged its impressive corporate culture over a period of years by gathering data about its employees and conducting experiments carried out at the workplace.

It took many years for these companies to implement the optimal culture that enables them to do well in their respective businesses.

Building a culture of happiness and linking it with business performance must be done over the long term and involve the commitment of the whole organization.

What can you do about it?

As a leader, you can start by getting your employees engaged, not just satisfied.

Employee satisfaction measures how happy employees are with policies and practices of the organization such as compensation, regulation, and leadership. Generally, these practices and policies reflect the culture of the organization and are often difficult, or seemingly impossible, to change.

Focusing on engaging your employees rather than just satisfying them can make a difference.

An engaged employee is more motivated to directly contribute to the success of the company. They also create a positive effect on other employees, thereby developing a committed workforce (Madan, 2017).

There are many paths a leader can take to engage employees. A leader may focus on maximizing his or her team's potential by creating a safe environment for collaboration, opening lines of communication, and enabling individual empowerment.

Remember that at the heart of an engaged employee is the drive to go the “extra mile,” getting involved in the goals of the company and, eventually, the needs of the customer.

As an employee, you can shift your mentality from receiving to giving.

Most often, employees think of what they can receive from employers, such as monetary compensation, personal and work benefits, extended network, and potential promotions (Daryani, 2008), rather than what they can give or contribute to the company.

This survival mindset, while not unusual, often leads to choices that may be detrimental to the success of an employee and the company over the long-term. These self-serving decisions of an individual come at a cost to the company in the form of internal competition, silo formation, and a demotivated work environment.

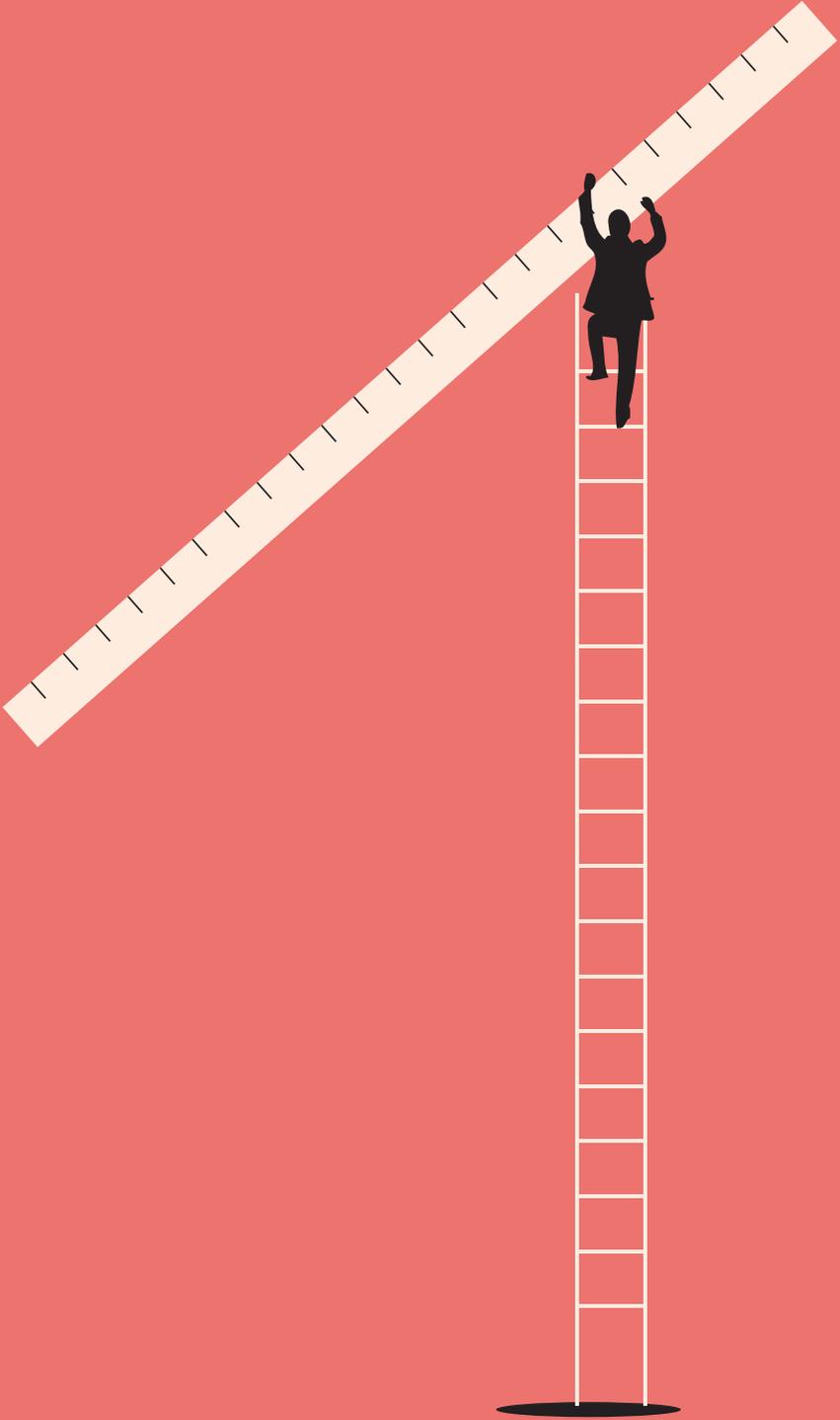
Rather, employees should choose to leverage on the competencies and abilities that they can synergize with the company and focus on the shared goals they can achieve together.

After all, it was the great wizard Albus Dumbledore who said, “Far more than our abilities, it is our choices that show what we truly are.”

CARMEN YANG

University: University of Wisconsin - Madison

Chap- ter 6_



Top five benefits of making your employees happy

The happiness of your employees is more important to your business than you might think.

To make your employees happy is to make your business happy. There are a plethora of reasons why companies should invest in making and keeping their employees happy. Here are my top five reasons.

1. An Excellent Recruiting Tool for Talented People

Happy employees act as great recruiters for talented people. Just like having pride in going to a really good university, we unconsciously catch ourselves taking pictures or videos of ourselves going to football games, hanging out with the school mascot, and wearing school colors to declare to the world that we have school spirit and that we are proud to be students of our university. Similarly, when your employees are happy, it's easy for them to proclaim their love and enjoyment in working at your company. They may express this through word of mouth, Glassdoor reviews, or through public surveys. But what's important is that they are able to help attract and recruit new blood through their positive and

compelling testimonies and reviews on how great it is to be an employee at your company. It's imperative for companies to have a good reputation with happy employees in order to regenerate or continue to attract more talented people to want to work there. This way, companies are able to sustain and continue with their success for years to come.

2. Increased Loyalty

When employees are happy, they are more loyal to the company. They will feel a great sense of belonging to the company and will be less likely to want to sabotage or commit any unethical acts against the business. Happy employees tend to want to see the company succeed and they're willing to work hard to make that happen.

When your employees are shown loyalty by the company, they'll feel respected and have respect for the company in return. This leads them to believe and trust in the mission and products of the company. Accordingly, they are more likely to become both consumers and promoters of the products and services for the company. This will help to drive in revenue when they talk positively about the company's assets to their social network, including their friends and family, and influence them to become customers. Loyal employees are more devoted and committed, which leads to a higher worker retention rate. Happy employees are much less likely to quit their jobs and less likely to pursue to work in any other company.

They will want to stay and continue to work for your company for a long time.

3. Increase Productivity

A company full of happy employees will help to foster a happier, more welcoming, encouraging, and positive work atmosphere. No one wants to wake up in the morning dreading to go work at a place where the mood and overall work environment is dire and one of gloom. Happy employees produce happy products. When your employees are happy, they are much more likely to be optimistic and hopeful; thus they will be more likely to think outside the box and be more creative with their projects. They are more motivated and more likely to have a go-getter attitude, which helps to increase the productivity of the company's workflow. They are also less likely to make mistakes on the job, as well be less distracted and more focused on giving their best. They are more likely to work more efficiently, producing higher quality work while using shorter amounts of time to complete a task.

4. Reduce Healthcare Costs

Healthcare is often a very big area of human resources spending for a company, secondonly to salaries and pensions.

Happy people are more likely to stay healthy, less likely to get sick, and will consume fewer healthcare costs of the company.

As CNBC reported, “New results from an industry organization’s annual study show that large employers expect the total average per-employee cost for health insurance benefits – which includes premiums and out-of-pocket costs for employees and dependents – to rise in 2018 to \$14,156 from \$13,482 this year.”

When employees are happy, they are healthier. Hence, the chances of them getting sick or using sick days are much lower and they will be more efficient with their time and stay active in the company. Having one person sick puts the health of everyone else in the company at risk of getting sick as well. Negative energy spreads as fast as positive energy and happiness can cure the negativity that is associated with sickness (Harvard). Making your employees happy will help relieve their stress and deter them from getting sick, saving your company a lot of money on healthcare costs and leaving you with extra money that can be allocated in other areas of need.

5. Sharing Insights

Happy employees are more willing to share their knowledge in their field. They will be more open to one another and more open to sharing ideas because everyone cares about the success of the company and want to see each other succeed. Through sharing knowledge creates more knowledge amongst employees in the company, this is team learning.

Employees can foster healthy relationships amongst each other by providing guidance and feedback, helping each other think critically, improving on each other’s weaknesses, and utilizing everyone’s strengths. Sharing knowledge amongst colleagues will help move the company forward. After all, two minds are better than one.

In conclusion, if you want to have a booming business, it’s crucial that you invest in the happiness of your employees.

With happy employees, you will be able to attract new blood who would want to work for your company and sustain the longevity of the success of your business.

Happy employees will want to see and help your business succeed, be promoters of your company, and stay devoted to your company for a long time.

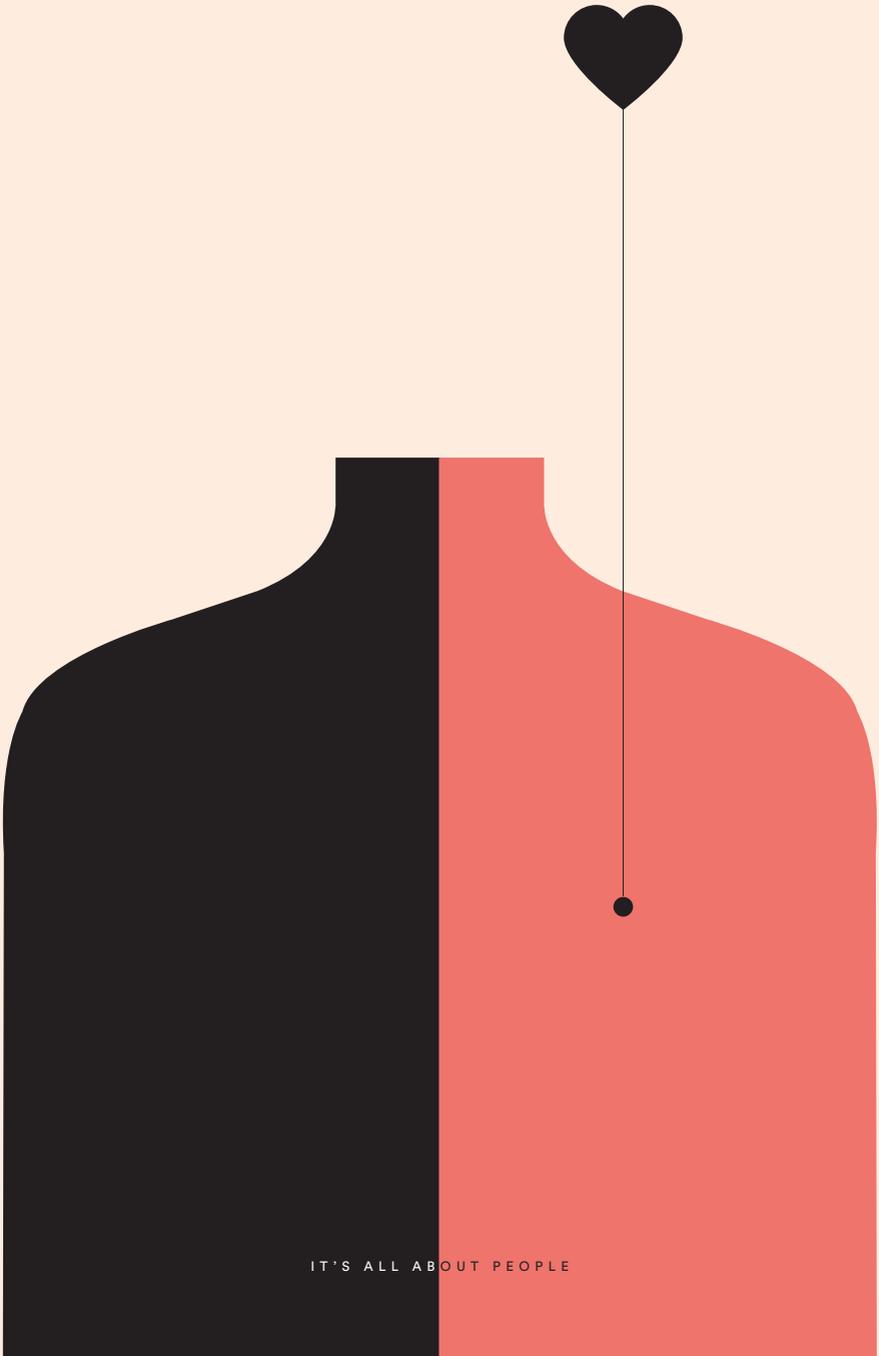
Having happier employees is equivalent to a happier working environment and higher quality performance. They will help you cut down on your healthcare costs.

Last but not least, they will circulate knowledge throughout the company and help to generate bigger and better ideas to move your company forward.

CRISSEY HEWITT

University: University of Bath

Chap- ter 7



An envisioned workplace: Collaborative problem solving, flexibility, and emotional intelligence

What if poor customer experience and retention were a symptom of a broader societal issue and not just a consequence of grumpy or untrained employees?

What if poor customer experience were one of several indicators that organisations haven't prioritised their collective human well-being?

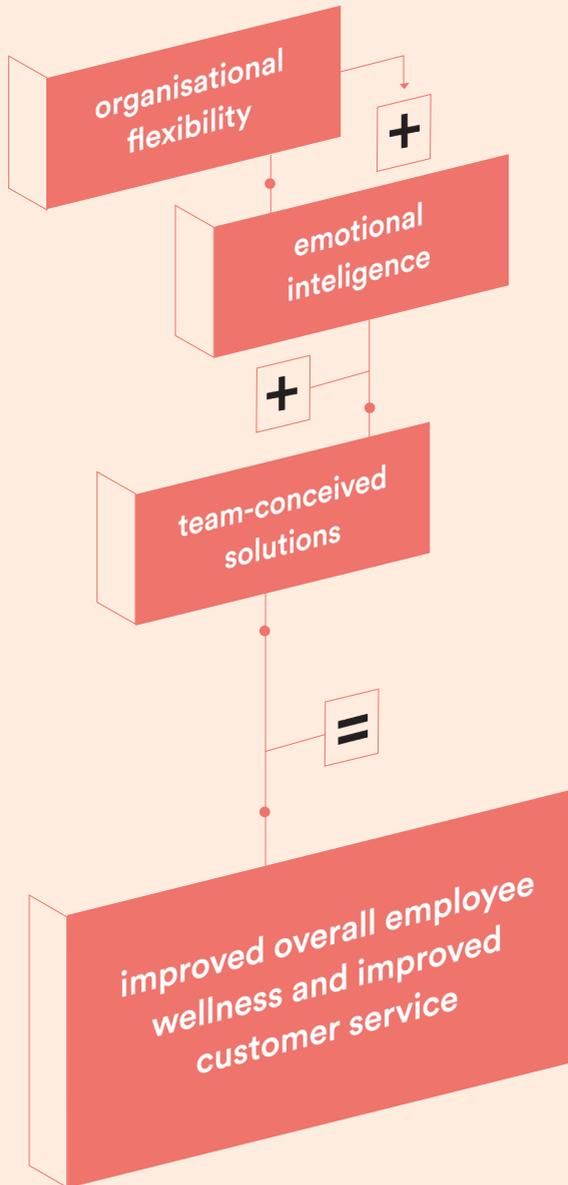
And what if this oversight led to millions of people spending a majority of their daily lives in suboptimal work environments?

More poignantly, what innovation has been missed by this oversight and how many customers are treated poorly because of unhappy workers?

Psychology writer Ben Hardy says, "Success is continuously improving who you are, how you live, how you serve, and how you relate." Applied to organisations, this means changing (via continuous improvement) your collective paradigm (how you live) to effect improved customer service (how you serve) through empathy (the ability to relate).

Given that the collective well-being of the company and its employees directly correlates to the customer experience, here's a

proposed formula for happier, stronger, more creative employees:



This idea is driven by team-conceived solutions, with organisational flexibility and emotional intelligence as its core elements. The model looks *In* (to honour the diversity and preferences of the organisation's members), it looks *Out* (to include ideas and perspectives outside of the box), and it looks *Up* (to increase emotional awareness).

Hence DesignIOU: In, Out, and Up.

DesignIOU is the creative joining of principles readily accessible and impactful in their own right; when merged, they offer a technique supercharged by flexibility (which is essential in a world struggling with work/life balance) and emotional intelligence (arguably the most important factor in contributing to a team).

The building blocks of this approach to improving customer service through holistically thriving employees are:

Design Thinking: “A methodology used by designers to solve complex problems, and find desirable solutions ... A design mindset is not problem-focused, it's solution focused and action oriented towards creating a preferred future.” (Creativityatwork.com)

Flexibility: “Willingness to change or compromise.” (Oxford-Dictionaries.com)

Emotional Quotient (EQ): “A (notional) measure of a person's adequacy in such areas as self-awareness, empathy, and dealing sensitively with other people.” (Dictionary.com)

The 21st century has been characterised by an almost obsessive focus on outcomes, in which people and organisations are focused on profits, managing complex human systems, operational efficiency, globalisation, technology, development, and innovation. Today's people and our human systems are complicated!

Basketball coach and motivational speaker Pat Riley said, “When a gifted team dedicates itself to unselfish trust and combines instinct with boldness and effort, it’s ready to climb.”

DesignIOU is a organisational path leading to trust and comfort where employees feel empowered and motivated; these values, when embedded in the organisation, are then extended to the customer, who consequently receives a superior experience. Happy, self-aware employees organically provide excellent customer service.

A Methodology for Team-Conceived Solutions

The design thinking technique enables these outcomes by utilising the power of collective brainstorming and testing, with a strong bias towards action. In practice, the most powerful component is the empathize stage, as it draws on the emotional intelligence of the team, increasing awareness of differences and compassion for the needs of others.

In addition to producing holistic solutions to complex challenges, the interpersonal ability to empathize is a key ingredient to providing high quality customer service.

Design thinking in organisations invites every member to be an actual part of the solution;

it encourages Negative Nellys to envision themselves as Solutions Sallys. It does this through the empowering exercise of purposeful creativity. Ideation, as a group, is also invigorating and ensures the creation of the largest pool of potential solutions. There are a variety of approaches to design thinking, in practice, but the critical points are 1) empathy, 2) group ideation (to imbue ownership), and 3) getting to action.

Adaptive Organisations for Improved Employee Experience

Envision a new work/life paradigm built on a platform of flexibility, driven by the undeniable fact that change is a constant factor of life. Change, which is evidence of flexibility, is the birthplace of improvement and innovation. Flexible organisations are ones that allow employees alternative work hours, honour ergonomic options (stand desks, varying light options, etc.), offer yoga and meditation classes as professional development options, and consider alternative forms of compensation. The list is endless; the point is the willingness of key decision makers to “play forward,” test out innovative human resource approaches, and demonstrate adaptability.

Flexibility is releasing the notion that work must remain separate from home by empowering oneself to allot energies and time as each requires. Blending the lines between work and home doesn't have to mean endless email exchanges with your team in the wee hours. Instead, it can be authentic communication backed by ruthless prioritising, drawing the critical lines in the sand, and being adaptive in other ways.

Author Tim Ferriss famously wrote, “If It’s Not a ‘Hell Yeah,’ It’s a No.” In the overwhelming volume of content offered via tweets, newsletters, precisely packed calendars, technologically connected time zones, etc., prioritising how we will spend our time on doing, reading, listening, and focusing has become an essential life skill. Organisational flexibility makes the complex demands of systems and companies on people more simple. It invites honest dialogue from employees so their needs are met and they show up at work feeling supported and empowered.

EQ as an Essential Professional (and Personal) Skill

Self awareness and evaluation are increasingly appearing in professional development curricula. There is a growing industry aimed at helping organisations nurture their employees so that they can develop and improve personally. Assessments such as Myers Briggs and mind mapping tools can then be merged for groups of employees to build a picture of the team’s collective strengths, weaknesses, tendencies and areas for improvement. Some organisations are even building interpersonal skills into improvement plans and annual evaluations. While these are qualitative behaviours and are not neatly charted or measurable, EQ—a byproduct of self improvement—is a critical component of interpersonal relationships.

DesignIOU is the recognition that without the ability and desire to integrate the emotions of others, flexibility and team plans critically fail to honour individuality.

Compromise dictates that not every person's preferences can be met, but through EQ, each distinct human and their unique blend of emotions, preferences, and histories is recognised.

This recognition builds trust and leads to invested employees.

The DesignIOU concept rejects the idea that poor customer service is simply an issue of training or generally disengaged employees; it's based on the notion that all employees are individual people, needing opportunity for growth and organisational flexibility to allow for life complexity, and desiring ownership in their work. It blends basic concepts to form an effective model leading to holistically happier people, both employees and customers.

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The Relationwise Student Challenge provided an opportunity for young leaders to share their thoughts, knowledge, and ideas about employee engagement. The Challenge focused especially on how they thought the relationship between businesses and the people in them is going to change in the coming years.

We asked seven business students to write an original piece of content about this topic: “The benefits of making employees happy.” Many of the contributors are from top business schools around the world. Their contributions were amazing and insightful, and we’re proud to offer them in this book. Readers for this book include human resource managers and CEOs, and anyone with staff responsibility. We know they’re very interested in understanding the next generation of employees. By reading the book, business professionals will get to know what they need to do to attract and keep their future employees.

At Relationwise, we specialise in what we call ‘Software for better relations.’ Our mission is to make better relations between people everywhere. To do so, we turn ‘high-tech into high-touch.’ We work with small, medium, and large companies to increase happiness all around.

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