
INDEX

A

ACC (Air Canada Centre), 47–48, 113
ACS (Alaska Clean Seas), 73–76, 77, 83
ADA (Americans with Disabilities Act), 139
ADR (alternative dispute resolution), 102–104
adults, treating employees as, 135–136, 144,
150, 181–188
advocacy, employee, 102–104
affinity, building, 122–124, 127
A.G. Edwards, 35
AIG, 87
Air Canada Centre (ACC), 47–48, 113
AirTran, 117
Alaska Clean Seas (ACS), 73–76, 77, 83
alternative dispute resolution (ADR), 102–104
Alvarado, Diana, 143
Amazon, 4, 56, 174–175, 176, 179
Ambassador Program, CHS, 119–121, 127
American Society for Training and
Development (ASTD), 158, 159
Americans with Disabilities Act (ADA), 139
Amerisure Mutual Insurance Company,
135–136
Apollo 11 (spaceship), 57
apologies, 74, 89–90, 93
appearance, employee, 36
Apple, 4
Arab Spring uprisings, 14
assimilation, corporate, 35–37
assumptions, organizational
bogus assumptions, avoiding, 27–28, 39

from employees, 28–29
getting what you expect, 24–25
profitability as main goal, 23–24
ASTD (American Society for Training and
Development), 158, 159
AT&T, 108
Augustine, Norm, 82
Avoleto-Vadori, Tanya, 47
Avon, 78

B

Badger Healthy Body Care Products, 137
balanced “worth-its,” 29–30, 38–39
Band-Aids, 54
Bank of America, 14, 87
Barksdale, Jim, 13
Bazaarvoice, ix, 118–119, 127, 142, 145, 172
Beating the Street (Lynch), 58–59
beehives, 150
Behavior-Based Safety Process, 75
benefits and perks
adults, treating employees as, 135–136, 144,
150, 181–188
break rooms, 184–185
casual Fridays, 111, 130
child care and family benefits, 136–138,
140–141, 143, 144, 171–172
employee motivation and, 77–80, 84
financial assistance for crisis, 143–144, 145
flexible work schedules, 130, 135–136,
137, 139

200 Index

benefits and perks (*continued*)

- at Google, 80–81, 130
 - health care benefits, 131–134, 144–145
 - insourcing benefits, 134
 - laws protecting, 138–141, 144
 - layoffs and, 111
 - overview, 129–131
 - paid leave, 140–144, 171–172
 - sick leave, 171–172
 - vacation policies, 142–144
 - work-from-home programs, 135–136, 137, 139
- Bennis, Warren, 53
- Berkshire Hathaway, 4
- “best places to work” lists, 3–5, 4, 5, 7–8, 67, 70, 80, 88, 132, 141, 158
- big picture, knowing, 46–47, 53–61
- Bloomberg *BusinessWeek*, 3, 5, 7, 163
- Blount, Jeb, 22, 193
- BMW, 4
- Bombardier Aerospace, 125, 127
- Bon Secour Richmond Health Systems, 143
- Bonuses, 68–69, 75, 90, 111, 125
- Boston Celtics, 3
- Boston Consulting Group, 132, 141
- Bottom Line Leadership program, 44
- Bradley, Omar, 72
- Branson, Sir Richard, 134
- break rooms, 184–185
- Brown, Mike, 154
- Browne, Steve, 173
- Bryant, Kobe, 154
- Buchan, John, xi
- Burger King, 112
- Burke, Jim, 54–55
- business cards, 70–71, 84
- Business Horizons* (Organ), 30–31
- BusinessWeek*, 7, 163
- Bustamante, Alejandro, 69–72, 161–162, 186
- Butler, Owen “Brad,” 12
- buzzwords, 149–150

C

- Call Clip Library, 163
- Canada, 47–48, 113, 141

- capitalism, 14–15, 20
- career development. *See* training and development
- caregiving leave, 141
- Carey, Al, 182
- caring
 - as attitude not program, 66–67, 69, 82
 - benefits and perks, impact of, 80–81, 84
 - connecting with people and, 115–126
 - exemplars of, 67–77
 - first feed the troops, 65–66, 82
 - genuine caring about people, 67–68
 - going the extra mile, 99–100
 - listening to employees and, 82, 125
 - motivation and money, 77–80, 84
 - overview, 36
 - respect and, 69–72
 - safety and, 73–77, 83
 - during tough times, 95–100, 113
- Carlzon, Jan, 49–50
- Carnation Company, 11
- Carnegie, Andrew, 5
- casual Fridays, 111, 130
- Cathy, Dan, 97
- Cathy, Truett, 34–35, 55
- change, resistance to, xiv–xv
- Chaparral Steel, 170, 179
- Chesapeake Energy, 10, 159
- Chicago Cubs, 3–4
- Chick-fil-A, 34–35, 55, 97, 159–160
- child care benefits, 136–138, 140–141, 144, 171–172
- Chronic Kicker managers, 152–153
- CHS (Consolidated Health Services), ix, 119–121, 127
- Churchill, Winston, 87–88
- Cisco Community Fellows, 111, 113
- Clearwater, Florida, 134, 145
- Clif Bar, 142–143
- Clinton, Hillary Rodham, 131
- Coca-Cola, 3, 4
- Columbus, Christopher, 43
- Commitment
 - company identity, communicating, 54–55
 - fitting in, 35–37, 60–61

- high expectations and performance, 50–51
 - mission and purpose, 56–61
 - overview, 36, 43–44
 - values and big picture, knowing, 53–61
 - vision, establishing, 43–51
 - Committee for Economic Development, 192
 - Common Cows, 5–6
 - common purpose, rule of, 25–26
 - communication
 - leadership and, 29, 55
 - listening to employees and, 82, 125
 - truth-telling and trust, 55, 85–94, 181–188
 - of vision and purpose, 43–51
 - Communist Manifesto, 18
 - competence, 30
 - Conference Board, 100
 - connecting
 - affinity, building, 122–124, 127
 - Ambassador Program, CHS, 119–121, 127
 - company size and, 124–125, 127
 - eight questions for, 125–126
 - fitting in, 35–37, 60–61
 - in layers, 121–122, 127
 - listening to employees and, 82, 125
 - names of people, knowing, 115–116, 126
 - via senior leadership telecasts, 124–127
 - Consolidated Health Services (CHS), ix, 119–121, 127
 - Container Store, 121–122
 - contentability
 - complacency *vs.*, 12
 - employee dissatisfaction *vs.*, 100–104
 - employee morale, 30–32
 - origins of, 21–23
 - overview, 30–31
 - Contented Cows
 - common characteristics of, 29–30, 38–39
 - Common Cows *vs.*, 5–6
 - connecting with people and, 115–126
 - core covenants of, 25–27
 - core philosophy, 14–15
 - Discontented Cows *vs.*, 105–106
 - emulating what works, 16–17, 20
 - evaluation process and criteria, 5–11
 - financial success of, 11
 - future plans for, 189–193
 - list of companies, 10
 - minimum criteria for, 8–9
 - tooled employees and, 169–179
 - as Type 1 managers, 152–153
 - Worried Cows *vs.*, 108
 - Contented Cows Mutual Fund, 6
 - continuity, as criteria, 9
 - contractors, connecting with, 122–124, 127
 - core covenants, 25–27
 - corporate assimilation, 35–37
 - “corporate insanity,” 108
 - Countrywide, 87
 - cows, dairy, 11–12, 33–34
 - “Crayon Test,” 58–59, 150
 - Credo, J&J, 54
 - culture, corporate
 - assimilation *vs.*, 35–37
 - company identity, communicating, 54–55
 - fitting in, 35–37, 60–61
 - managing, 81–82
 - organizational vision and, 43–51
 - Curry, Renee, 72–73
 - customer service
 - rankings for, 7, 163
 - tooled employees and, 174–175
 - truth-telling and, 86
 - Cystic Fibrosis Foundation, 6
- ## D
- dairy cows, 11–12, 33–34
 - Davis, Jack, 30–31
 - Davis, J.E., 102
 - Deadhorse, Alaska, 74, 76
 - decision making
 - caring and, 49
 - discretionary authority and, 186, 187
 - hiring and, 37–38
 - by information *vs.* politics or committee, 67, 69
 - for self about work, 193
 - Delta Air Lines, 68–69, 86, 154
 - desirability, as criteria, 9
 - DiMicco, Dan, 89
 - direction and purpose. *See* mission and purpose

202 Index

disciplinary practices, 102–104, 177–178
Discontented Cows, 105–106
Discovery Communications, 141
discretionary authority, 186, 187
discretionary effort (DE), xiii–xiv, 12, 22, 51, 95, 107, 127, 169, 176, 190
discrimination and harassment, 100, 102
dishonesty, 85–94
Disney, 3, 4, 10, 34, 36, 164, 168
dispute resolution, 102–104
dissatisfaction, employee, 100–104
distractions, avoiding, 18–19
Dopaco, 103–104, 113
Douglas, James H., 129
Dow Chemical Company, 99–100, 113
downsizing. *See* layoffs
Doyle, Frank, 192
Drucker, Peter, 157, 170

E

EAAS (Employee Adverse Action Appeal System), 103–104
Eat Well, Live Well Challenge, 134, 145
economic recessions
 employee engagement and, 100–102
 giving back during, 112–113
 impact of, 10–11, 19
 training programs, decline in, 158
Edison, Thomas, xiii
Edwards, Ben, 35
Employee Adverse Action Appeal System (EAAS), 103–104
employee engagement. *See* motivation and engagement
employee morale, 30–32
Employee of the Month (EOM) programs, 48–49
employee protection laws, 138–141, 144
employee recognition programs, 48–50
employee-supervisor relationships, 121–122, 183–184
empowerment, employee, 149–155
enabled employees, 36, 157–168, 181–188
engagement. *See* motivation and engagement
Engels, Frederick, 18

Event Syndrome, 45
expectations, employee
 balanced “worth-its,” 29–30, 38–39
 high standards, 29, 38
 level playing fields, 30, 39
 meaningful work, 29, 38
 needs and wants, 29–30, 39
 for training, 166–168
expectations, organizational
 employee appearances, 36
 productivity and high performance, 50–51, 108–109
See also recruiting and hiring

F

Facebook, 89, 94, 98, 116, 118, 125
Family and Medical Leave Act of 1993 (FMLA), 139, 140
family benefits, 136–138, 140–141, 143, 144, 171–172
Fannie Mae/Freddie Mac, 86
FedEx (Federal Express), 4, 13, 34, 36, 43, 111, 177, 178, 185
feeding the troops, 65–66, 82
Fence-Breaking Explorer managers, 152–153
Fenwick & West, 136
Fidelity Investments Magellan Fund, 6, 58, 107
Field, Mike, 103–104
Finicky Eater managers, 152–153
fitting in, 35–37, 60–61
flexible work schedules, 130, 135–136, 137, 139
Florida Trend magazine, 67
Fluid Connector Products, 111, 113
FMLA (Family and Medical Leave Act of 1993), 139, 140
Folk, Joyce, 115–116
Fortune magazine, 3, 4, 5, 7–8, 80, 88, 132, 158
“Four Types of Managers” model, 151–153
Franklin, Benjamin, 159
Franklin, Earnie, 67–68, 123–124

G

General Electric (GE), 4, 56–57, 151–152, 185
General Mills, xii, 10, 140–141, 159
General Motors (GM), 77–79

Genentech, 46, 140
 Giant (fictitious name), 91, 94
 Glassdoor, 5, 7
 Google
 applications and products, 81
 benefits and perks, 80–81, 88, 130
 as Contented Cows, xii, 3, 4, 7, 10
 success of, 81
 Google Docs, 81
 Googlers, 81
 Gordimer, Nadine, 88
 Gordon Highlanders, 65
 Graycor Industrial Constructors, 76–77, 83, 84
Great Game of Business, The (Stack), 29
 Great Place to Work Institute, 8, 70
 Grinstein, Gerald, 68–69
 Grove, Andy, 178

H

Haas, Robert, 15, 16
 Habitat for Humanity, 97, 112
 Hampden-Turner, Charles, 15
 Hand, Ryan, 118–119, 142
 Handy, Charles, 14
 Hanmer MSL, ix, 97–99, 113
 “Happy Curve,” 30–31
 harassment and discrimination, 100, 102
Harvard Hawthorne Studies, xiii
 health care benefits, 131–134, 144–145
 HealthMiles, 134
 Hershey, Milton S., 19, 20, 192
 hiring practices. *See* recruiting and hiring
 honesty. *See* truth-telling and trust
 HP (Hewlett Packard), 59, 185
 humility, 89
 Hurricane Katrina, 96–97, 112–113

I

IBM, 4
 IKON Office Solutions, 85
 Incepture, 67–68, 122–124, 127
INC magazine, 3
 India, 97–98, 113
 information overload, 116
 insourcing, benefit, 132–133

integrity. *See* truth-telling and trust
 Intel, 3, 178
It's Easier to Succeed Than to Fail (Cathy), 34

J

Jacksonville Business Journal, 67
 J. M. Smucker, 10, 143
 Jobs, Steve, 61, 169
 job tenure averages, 116
 Johnson, Jimmy, 34
 Johnson & Johnson (J&J), 4, 54–55
 Junos Awards, 48

K

Kanter, Rosabeth Moss, 137
 Katrina, Hurricane, 96–97, 112–113
 Kelleher, Herb, 68
 Kennedy, John F., 57
 Kindle e-readers, 174–175
 King, Martin Luther, Jr., 43, 44, 51
 King, Rollin, 85
 Koller, Frank, 171
 Krasi (employee), 187

L

Lakeway, Texas, 139–140, 145
 LaRosa's Pizzeria, 172–173, 179
 Lasorda, Tommy, 66–67
 lawsuits, 102
 layoffs
 alternative solutions for, 109–111
 avoiding, 108–110
 corporate binge-and-purge personalities, 109
 economic benefits, lack of, 106–107
 in economic recessions, 106–108
 employees paying for mistakes with, 105–106
 no-layoff policies, 110–111, 113
 reputations, impact on, 109–110
 as silver bullet, 191
 leadership and management
 buy-ins for training by, 164–165
 communication and, 29, 55
 connecting, 124–127
 employee motivation, challenges of, 22–23
 goals of, xi

204 Index

- leadership and management (*continued*)
 - leadership defined, 22
 - listening to employees and, 82, 125
 - managers, four types of, 151–153
 - respect and caring, importance of, 69–77
 - supervisor-employee relationships and,
 - 121–122, 183–184
 - taking hits in layoffs and crisis situations,
 - 68–69, 110
 - truth-telling and, 85–94, 181–188
 - Lehman Brothers, 87
 - LeStrange, Dennis, 85
 - level playing field, need for, 30, 39
 - Levi Strauss, 15, 16, 186
 - lifelong learning. *See* training and development
 - Lincoln Electric, 171, 179
 - listening, caring and, 82, 125
 - Los Angeles Dodgers, 66
 - Los Angeles Lakers, 154–155
 - Low-Producing Boss Cow managers, 152–153
 - Lumix digital cameras, 175
 - lying. *See* truth-telling and trust
 - Lynch, Peter, 58–59, 107
 - Lynn, Brad, 49
- M**
- Machiavelli, 108
 - Mackey, John, 122
 - MacNair, Mitchel, 99–100, 113
 - managers, four types of, 151–153
 - See also* leadership and management
 - Manilow, Barry, 124
 - Maple Leaf Sports and Entertainment (MLSE),
 - 47–49, 112–113
 - marriage, 71–72, 143
 - Marriott, Bill, 13, 32, 187
 - Marriott, J. Willard, 35, 95
 - Marriott and Ritz-Carlton Disaster Relief
 - Fund, 96
 - Marriott hotels
 - Atlanta airport Gateway Hotel, 115–116
 - blogs by, 187
 - as Contented Cows, 10, 13
 - Hurricane Katrina, response to, 96–97,
 - 112–113, 113
 - recruitment and hiring process, 34, 35–36
 - “spirit to serve,” 95, 187
 - training for employees, 159
 - trust in employees, 187
 - maternity leave, 140–141
 - Mayo, Elton, xiii–xiv
 - McBride, Emily, 75
 - McDonald’s, 4, 34, 72, 112
 - McKinley, William, 106
 - McKnight, William L., 176
 - meaningful work, 29, 38
 - Medtronic, 46
 - Mercer, 100
 - Message of the Week, 45–46
 - Mexico, 69–72, 83, 84, 143, 161–162, 186, 188
 - Mikayla, Prashanti, 97–99
 - millworkers, Scottish, 17–19
 - Mintzberg, Henry, 50
 - “Misaligned Ball Buttons,” 46
 - mission and purpose
 - clear sense of, need for, 29–33, 39
 - “Crayon Test” and, 58–59, 150
 - truth-telling and, 49–50
 - values and big picture, knowing, 53–61,
 - 112–113
 - values and vision, communicating, 43–51
 - “Mission Statement” vs. Sense of Mission, 46
 - mistakes
 - apologies and, 74, 89–90, 93
 - disciplinary actions for, 177–178
 - expecting employees to pay for, 104–106
 - forgiveness for, lack of, 53
 - good faith mistakes vs. errors of the heart,
 - 178–179
 - meaning of, determining, 174–175
 - MLSE (Maple Leaf Sports and Entertainment),
 - 47–49, 112–113
 - Moments of Truth* (Carlzon), 49
 - morale, 30–32
 - Mormonism, 35
 - Morris, Ron, 74, 75
 - motivation and engagement
 - discretionary effort (DE) and, xiii–xiv, 12, 22,
 - 51, 95, 107, 127, 169, 176, 190
 - economic recessions and, 100–102

employee engagement surveys, 82, 83, 84
 engagement defined, 36–37
 future ideas for, 191–192
 health benefits and, 132–133
 management challenges for, 22–23
 money and caring, 77–80, 84
 people as source of productivity, xiv–xv,
 9–11, 19–20
 Mumbai terrorist attacks, 97–98, 113
 Murphy, Lauren, 7

N

Nanus, Burt, 53
 NASA, 43, 57, 147
 National Football League (NFL), 59–60, 79–80
 National Institute on Aging, 32
 natural disasters, 96–97, 112–113
 Nestlé, 11
 Netflix, 142, 145, 172
 New England Patriots, 3
New Habits for a Radically Changing World
 (Pritchett), 21
 New Orleans, 96–97, 112–113
New York Times, 88
 NFL (National Football League), 59–60, 79–80
 Nooyi, Indra, 87
 Nordstrom Welcome Card, 182–183, 188
 Novo Nordisk, 10
 Nucor Steel, xiii, 89, 110–111, 113
 Nugget Market, 124–125, 127
 NuStar Energy, 10, 132, 159

O

Obamacare, 131–132
 Occupational Safety and Health
 Administration (OSHA), 76
 Occupy Wall Street, 28
 Ochsner Health Systems, 134
 oil spill clean ups, 74
 omission, rule of, 27
 onboarding practices, 67–68, 90, 120–121,
 159–160, 164, 168
 1–800-CONTACTS, 143–144, 145
 100 Best Companies to Work For list, 5,
 7–8, 132

operational practices, defined, 37
 Orazi, Phil, 159–160
 Oregon State Work Share program, 111, 113
 Organ, Dennis, 30–31
 organizational behavior theory, 24
 organized labor, 101–102
 orientations and onboarding practices, 67–68,
 90, 120–121, 159–160, 164, 168
 OSHA (Occupational Safety and Health
 Administration), 76
 Owen, Robert, 17–19, 30, 133, 192

P

Pacetta, Frank, 44, 171
 Packard, David, 59, 185
 Panasonic, 175–176
 parental leave, 140–141
 Pascale, Richard, xiv
 Patient Protection and Affordable Care Act of
 2010 (PPACA), 131–132
 PBC (Pebble Beach Company), 26, 82, 83, 84,
 134, 145
 peach limbs, 23–24
 Peale, Norman Vincent, 93
 Pebble Beach Company (PBC), 26, 82, 83, 84,
 134, 145
 peer review processes, 103–104, 113
People Follow You (Blount), 22, 193
 PepsiCo, 87
 performance evaluations
 disciplinary practices, 102–104, 177–178
 peer review processes, 103–104, 113
 truth-telling and, 91–93
 perks. *See* benefits and perks
 Perocchi, Bill, 82
 “Philosophy of Management” (McKnight), 176
 Plamex, 69–72, 83, 84, 143, 161–162, 186, 188
 Plamexnet, 186
Plan de Carrera, 161–162
 “plantation mentality,” xiv–xv
 Plantronics, 69–71, 161, 173, 179, 186
 Player of the Month (POM), 48
 play scripting, 59–60
 political action committee (PAC), 88
 pragmatism, 16, 18–19, 21, 66, 139

206 Index

praise, 91–93
Prentice, Jim, 65–66, 73
Pritchett, Price, 21, 185
Procter & Gamble, 3, 4, 12, 118
productivity and high performance
 contentment *vs.* complacency, 12
 evaluations of, 91–93, 102–104, 113,
 177–178
 expectations of, 50–51, 108–109
 people *vs.* machines as source of, 9–11, 19–20
 recognition programs for, 48–50
 tooled employees and, 169–179
professionalism, training and, 158–160
profitability, standards *vs.*, 109
Protestant work ethic, xi
Proverbs, 57
PTO (paid time off), 172
Publix, 8, 10, 112, 113
purpose and direction. *See* mission and purpose
Putnam, Howard, 57

Q

Qualcomm, 10
quality control (QC) inspectors, 185
Quicken Loans, 163, 168
Qwikster, 142

R

Racker Talent, 118–119, 127
Rackspace, 118–119, 127
rankings and ratings, 3–5, 7–8
Reabur.com, 100
recognition programs, 48–50
recourse, for employees, 102–104
recruiting and hiring
 connecting with people, 118–119
 core covenants and, 25–27
 hiring for fit, 32–33, 150
 hiring well to avoid layoffs, 108
 orientation and onboarding, 67–68, 90,
 120–121, 159–160, 164, 168
 talent connection portals, 118–119, 127
reputations, organizational
 employee assumptions on, 28–29
 evaluating, 5–8

 layoffs, impact on, 109–110
 ranking and ratings for, 3–5, 7–8
 recruiting and hiring goals and,
 118–119, 127
 value of, 15–16
respect, caring and, 69–72
responsibilities, trust and, 184–185
Richie, Jerry, 110–111
Riley, Pat, 191
Ritz-Carlton, 96, 112
Roche, 10, 140
Ronald McDonald House, 112
Russell 3000 Index, 5
Rutgers University, 140

S

Sabin, Darrell, 111
safety, caring and, 73–77, 83
Safety Boot Camp, 76, 84
Sanchez, Carol M., 106
“sandwich generation,” 135
Sandwich Store, The, 72–73
San Francisco 49ers, 59–60
SAS Institute, 49–50, 134, 137, 145, 184, 188
Schick, Allen G., 106
Schlesinger, James, 3
Schmidt, Eric, 130, 137
Scholes, Kim, 102–103
Schools Financial Credit Union,
 Sacramento, 137
Schultz, Howard, 56, 88, 161
Schwab investment firm, 111
Scotland, 17–19, 65–66
Sears, 171
Second Harvest Food Bank, 113
Segal, Gordon, 21
selective membership, rule of, 26–27
Shakespeare, William, 155
Shergill, Jaideep, 97
SHRM (Society for Human Resource
 Management), 8
Shula, Don, 93
sick leave, 141, 144, 171–172
Silicon Hills, Texas, 118
Sinegal, Jim, 121

- Slow Milker managers, 152–153
- Smith, Frederick W., 43, 185
- Smith, Roger, 78
- social media
- Facebook, 89, 94, 98, 116, 118, 125
 - talent connection portals, 118–119, 127
 - Twitter, 14, 98, 118, 125
- Society for Human Resource Management (SHRM), 8
- Southwest Airlines, 3, 4, 57, 68, 69, 85, 117
- space program, 43, 57, 147
- S&P 500 Index, 5, 11
- sports, professional, 3–4, 47–49, 59–60, 79–80, 112–113
- Springfield Remanufacturing, 50, 108
- SRC Holdings, 29
- Stack, Jack, 29, 50, 108
- standards
- corporate assimilation and, 35–37
 - high standards, need for, 29, 38
 - profitability *vs.*, 109
- Stansky, Bob, 6
- Starbucks, 4, 10, 56, 88, 161
- Staw, Barry, 31–32
- Steele, Jim, 48
- Steiger, Jennifer, 120
- Steigerwald, Rob, 116–117, 127
- Steinbrenner, George, 80
- “sticky” variables, 31–32
- STS 135 (spaceship), 57
- Sullenberger, Chesley “Sully,” 154
- supervisor-employee relationships, 121–122, 183–184
- sustainability, as criteria, 8
- Szelest, Patty, 120
- T**
- Taking Safety Home program, 75
- talent connection portals, 118–119, 127
- “Talk Is Cheap,” 46
- Taylor, Geraldine, 112
- TeamingUp* blog, 113
- telecommuting, 135–136, 137, 139
- Thomas, Roosevelt, 24, 36
- 3M, 176
- time-off policies. *See* benefits and perks
- Tindell, Kip, 122
- tooled employees, 169–179
- Toronto Maple Leafs, 47, 112–113
- Toronto Marlies, 47
- Toronto Raptors, 47
- Toyota, 78, 79
- training and development
- benefits *vs.* costs of, 158, 167
 - career development, 161–162
 - employee empowerment and, 154, 157–168
 - enabling employees and, 157–168
 - ignored training, costs of, 160–161
 - leadership buy-ins for, 164–165
 - orientation and onboarding, 67–68, 90, 120–121, 159–160, 164, 168
 - priorities in, identifying, 167–168
 - professionalism, expansion of, 158–160
 - self-exam for, 166–168
- Traj-Pak, 111
- TriServe Alliance, 67
- “truth recession,” 86–87, 181
- truth-telling and trust
- distrust signs of, 181–182, 187
 - enabled employees and, 181–188
 - importance of, 85–94
 - during layoffs, 110
 - lying *vs.*, 85–94
 - performance evaluations and, 91–93
 - powerlessness *vs.*, 187
 - responsibility, sense of, 184–185
 - security concerns and, 184
 - supervisor-employee relationships and, 121–122, 183–184
- Turning the Thing Around* (Johnson), 34
- Twain, Mark, 162
- Twitter, 14, 98, 118, 125
- U**
- UAW (United Auto Workers), 78
- Undercover Boss* (TV show), 164
- unions, labor, 101–102
- United Airlines, 69
- United Auto Workers (UAW), 78

208 Index

United Kingdom, 87, 100
U.S. Bureau of Labor Statistics, 117
U.S. Congress, 86
U.S. Department of Labor, 96
U.S. Equal Employment Opportunity
Commission, 102
U.S. Marines, 26
USAA, 163, 168
US Airways flight 1549, 154, 158
USA Today, 69, 88

V

vacation and paid leave
child care and family benefits, 136–138,
140–141, 143, 144, 171–172
laws protecting, 140–141, 144
policies for, 142–144
PTO (paid time off), 172
sick leave, 141, 144, 171–172
See also benefits and perks
values, company
establishing and communicating, 43–51
fitting in and, 35–37, 60–61
volunteer and charity activities and, 112–113
See also mission and purpose
Verizon, 14
Virgin HealthMiles, 134
vision, organizational, 43–51, 173
volunteer and charity work, 96–97, 112–113

W

wages, cutting, 111
Walker, Scott, 101
Walmart, 124
Walsh, Bill, 59–60

Walt Disney Company, 3, 4, 10, 34, 36,
164, 168
Washington, Booker T., 181
Waste Not Want Not, 112
weddings, on-site, 71–72, 143
Wegmans Supermarkets, 134, 145
Weisinger, Hendrie, 100
Welch, Jack, 4, 56–57, 149, 151
Welcome Card, Nordstrom, 182–183, 188
Western Electric Company, xiii, xiv
“What’s in it for me?” (WIIFM?), 26
Whole Foods Market, 122
Winner Within, The (Riley), 191
win-win bargaining models, 102–103
Wisconsin, 101–102
Wooden, John, 177
work-from-home programs, 135–136, 137, 139
workplace safety, 73–77, 83
Work Share programs, 111, 113
workweek shortening, 111, 125, 127
Worried Cows, 108
Washington Industries, 170, 179
“worth-its,” 29–30

X

Xerox, 44

Y

YouGov, 87
Yukon Hospital Corporation, 141

Z

Zais, Melvin, 65, 115, 125
Zappos, 15–16, 33, 55–56, 132
Zuckerberg, Mark, 89