



Tips to Get Your (Fellow) Leaders On Board

with our high-trust culture recognition program



Sections

Business Benefits of a High-Trust Culture

Facts about our Recognition Program

Tips to Get Your (Fellow) Leaders On Board

WHO IS THIS GUIDE FOR?

- Your organization has never participated in the Recognition Program
- Unsure of where your organization stands on the issue
- Do not yet have approval to sign your organization up for an employee survey

Business Benefits of a High-Trust Culture

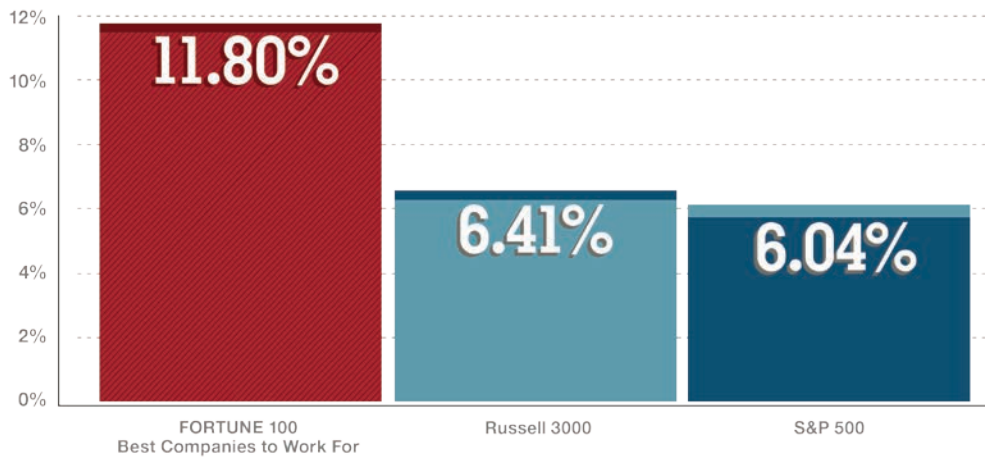
In order to compete in the marketplace moving into the future, organizations must increasingly be defined by a strong, trust-based culture.

Our research shows remarkable results among companies that have created great workplaces -- improved profitability, lower cost to hire, higher retention rates, less shrinkage, increased innovation, and faster product time to market (shorter product cycles), increased customer satisfaction. The list goes on.

OUTPERFORM THE MARKET

Comparative Annualized Stock Market Returns

1997–2013



Best Companies perform nearly **2x better** than the general market

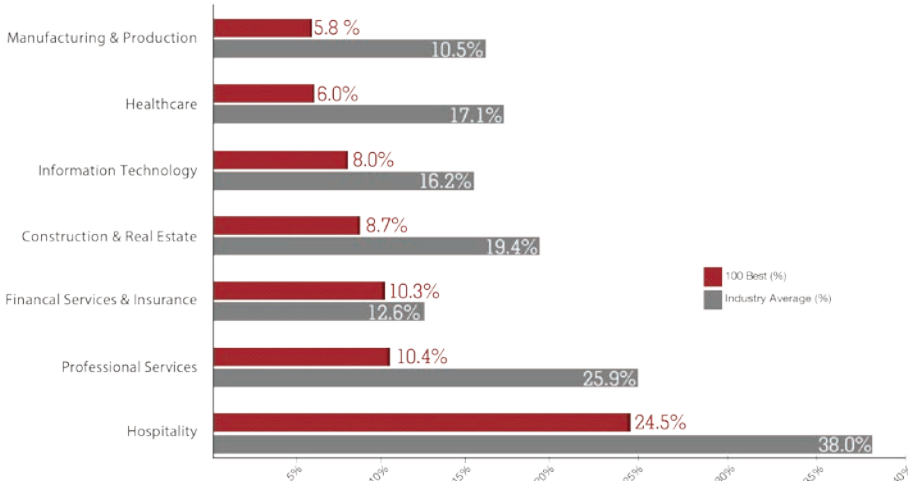
Great Stock Performance

On an annual basis, companies we rank perform 2x better than the market. However--if you had bought stock in the Fortune 100 Best back when we started the list in 1997, and held the portfolio until today -- your return would have been **3x that of the general market!**

These are growth companies that can stand the test of time.

EXPERIENCE LOWER TURNOVER

100 Best Companies Voluntary Turnover by Industry



Less Turnover

Voluntary Turnover costs the average company 30-50% of the annual salary of entry-level employees, 150% of middle level employees, and up to 400% for specialized, high level employees.²

How much could you save if you cut turnover in half?

Best Companies experience as much as **65% less turnover**

A satisfied customer is a loyal, retained customer. Reducing customer defection by as little as 5% can **boost profits 25-85%**, depending on the industry.³

HAVE SATISFIED CUSTOMERS

American Customer Satisfaction Index ratings for FORTUNE Best Companies are:

2.3 - 3 higher than the average overall¹
% points

4.2-4.6 higher than their industry counterparts¹
% points

Hospitals on the FORTUNE Best Companies list have patient ratings that are:

4.6 higher than the national average for overall experience²
% points

6.3 higher than average for whether the patient would recommend the hospital²
% points

¹ Simon, D. H., & DeVaro, J. (2006). *Do the best companies to work for provide better customer satisfaction?* Retrieved 7/02/09, from Cornell University, School of Industrial Relations site: <http://digitalcommons.ilr.cornell.edu/articles/105/>.

² HCAHPS Retrieved from: <http://www.medicare.gov/hospitalcompare>

³ Reichheld, F. F., & Sasser Jr., W. (1990). Zero defections: Quality comes to services. *Harvard Business Review*, 68(5), 105-111.

OUTPERFORM THE MARKET

Companies who focus on culture experience:

Revenue Growth¹ **x4.1**

Stock Price Growth² **+827%**

Net Income¹ **+756%**

Sales Per Employee² **+13%**

Return on Investment¹ **x15**

“It appears that the benefits of labor-friendly practices significantly outweigh the costs and that what is good for employees is good for shareholders.”

– *Journal of Business Ethics*²

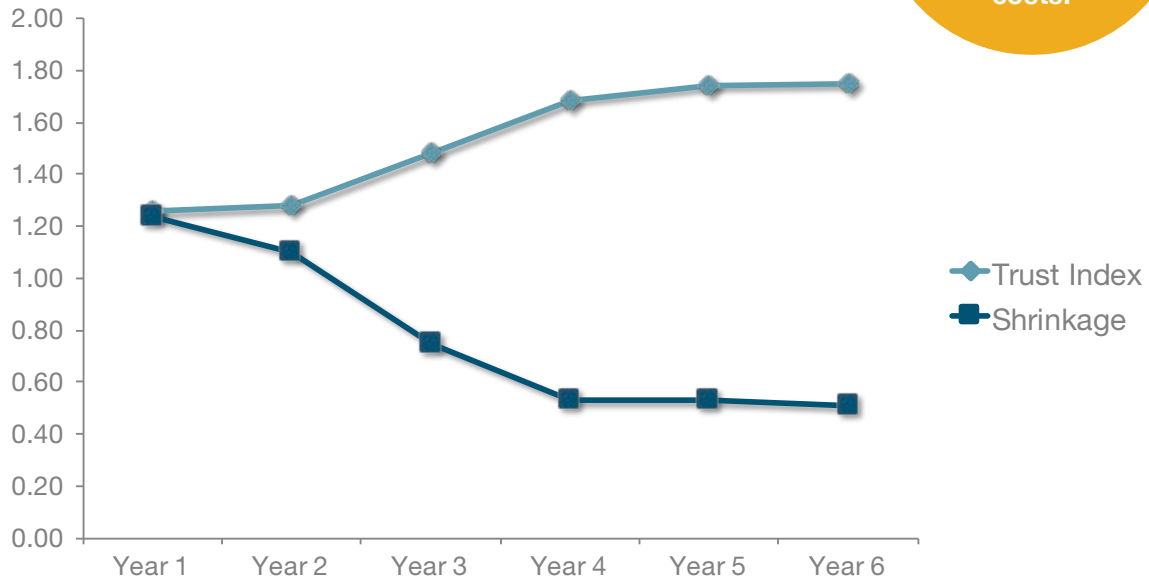
¹ Kotter, John P., and James L. Heskett. *Corporate Culture and Performance*. New York: Free, 2011. Print.

² Faley, O., & Trahan, E. (2011). Labor-Friendly Corporate Practices: Is What is Good for Employees Good for Shareholders?. *Journal Of Business Ethics*, 101(1), 1-27.

Client Success: Grocery Client

Inventory Shrinkage Decreases as Trust Increases

As Trust Index[®] scores increase and shrinkage decreases, the client saves \$79M in shrink costs.



Source: 2013 FORTUNE 100 Best Companies to Work for Trust Index(c) survey data.

Client Success: Banking Client

As Trust Increases, Customer Satisfaction Increases



Source: 2013 FORTUNE 100 Best Companies to Work for Trust Index(c) survey data.

What do our clients value most about the Recognition Program?

1



Attract & Retain Talent

2



Benchmark Data to the Best Workplaces in America

3



Enhance Perceptions of your Employer Brand

source: internal client research

We care deeply about your confidentiality.

Secure Data

industry-leading technology keeps your data safe



No-Risk Price

Our base entry fee of \$995 allows any company of any size to apply.



Confidential Process

- All employee demographics concealed below 5 responses to ensure anonymity



- Your company's participation is **never** revealed unless you obtain a Certification, or placement on a List – then we confirm with you before recognizing your success publicly

Who can participate in our Recognition Program?

Organizations of all types! As long as you have a Tax ID and over 10 employees, you're welcome!

Non-Profit, For-Profit, Governmental, Spiritual, Corporate, Food-based, Environmental, Manufacturing, Finance – no matter what your organization's mission is, our Mission is to help you create and sustain a work environment where your employees trust the people they work for, have pride in what they do, and enjoy the people they work with!

What if we are a multi-national company?

Great Place to Work® has offices in 44 countries. If you are interested in a multi-national project, please get in touch with our Client Solutions team, at US_ClientSupport@greatplacetowork.com



Our goal is to make the people who advocate for Great Place to Work® be seen as Workplace Heroes by your peers and your leadership.

That means creating a positive experience and great benefits for your employees and leaders, regardless of where your company is on the journey to Great.

Tips to Get Your (Fellow) Leaders On Board



Mars Inc.

THE GOAL:

Gain organizational buy-in to launch our employee survey and participate in our Recognition Program.

This guide is broken in to 2 sections. Please select the section that you feel most reflects your position in the organization. Happy reading!

1 Tips for those in positions of Leadership

2 Tips for other Workplace Heroes

1 Tips for those in positions of Leadership

Our goal is that the folks who champion our program – the development and recognition of a high-trust culture – within their organization are seen as Workplace Heroes.

Three key sections are in this very brief guide:

- 1) BUILDING CROSS-FUNCTIONAL SUPPORT
- 2) COMMON OBJECTIONS YOU MAY FACE FROM OTHER LEADERS
- 3) HOW WE AT GREAT PLACE TO WORK® CAN HELP

1) BUILDING CROSS-FUNCTIONAL SUPPORT

It's important to have cross-functional support, especially from the CEO. A few questions to consider:

- Are you in HR, Marketing, or the office of the CEO?
- How committed is my CEO to creating a high-trust work culture?
- What are the cross-functional benefits?
- Which leader is responsible for managing your primary employee survey?

Are you in HR, Marketing, or the office of the CEO?

Generally the go-ahead to run our surveys comes from one of these functions. If you are not in one of these functions, you may want to align yourself with one of those leaders on this initiative. Even if you are in one of the above functions, it is still great to have cross-functional support from the others - in particular the CEO and HR.

Note: we use the title CEO to refer to a leader who has the authority and power to lead culture change. That person may be someone else in your organization.

How committed is my CEO to creating a high-trust work culture?

No matter what your role, it is critical to have CEO support for this initiative. Think of the benefits or drawbacks at this moment in time for this leader.

- What are the main challenges they are facing?
- Who are the primary stakeholders that are causing them most concern right now?
- What are the ways in which your organization needs to change in the next 3 years?

In thinking through these answers, you are trying to place yourself inside the shoes of this leader – how will a commitment to high-trust culture benefit this leader?

What are the cross-functional benefits?

We can support you with more data in this area. But briefly:

- **In HR**, we tend to see adoption of our tool because of the great culture data you can receive – and the exclusive ability to get employee survey results where you benchmark your culture to the best workplaces in America and within your industry. Recognition also drives Talent Acquisition.
- **In Marketing**, we tend to see adoption because of the PR benefits of Recognition. Valuable national and local media visibility for your brand after winning one of our List competitions, and the ability to use our name and logo to enhance your own internal and external branding efforts if you obtain Certification.
- **In the Executive office**, we tend to see adoption because the CEO recognizes all of the multitude of benefits associated with having a high-trust culture – improved profitability, lower cost to hire, higher retention rates, less shrinkage, increased innovation, and faster product time to market (shorter product cycles), increased customer satisfaction. The list goes on.

Which leader is responsible for managing your primary employee survey?

This is undoubtedly the leader who will have the most organizational momentum for either backing this program, or vetoing this program.

Perhaps it is you! Perhaps not – either way, this person should be assured that our Recognition Program is a very limited-use employee survey. It is value-priced, and includes a statistically significant random sample of employees above 1,000 (full census below 1,000). The data allows you to enter in the competition for our Best Company and Certification recognition in order to attract and retain talent.

If you wish to conduct a richer assessment with our employee survey, we also have an enterprise-level solution which we discuss in a moment.

2) COMMON OBJECTIONS YOU MAY FACE FROM OTHER LEADERS

Interestingly, it is more common to face resistance from other areas of the organization (non-CEO). Think of what these individuals may be considering:

- What if we don't win?
- We already have an employee survey – will this cause 'survey fatigue'?
- Will we perform poorly and therefore look bad in front of our employees?
- Will I (as a leader) perform poorly? Is this just one more metric that I need to worry about?

What if we don't win?

Leaders in your organization should know that it is huge and exceptional honor to gain a spot on one of our lists in your first year of application. These are the Best Companies in America after all – and many of them have been applying for quite some time.

If you don't make it, not to worry, we will not share the names of the companies that were considered and did not make the list.

The most valuable part of applying in your first year (and subsequent years as well) is gaining access to the Benchmark data which will allow you to see the gap you might face.

The CEO of Credit Acceptance, one of our clients, set a 13 year goal for the company of becoming a Fortune 100 Best Company to Work For in America.

On year 13 their company hit that goal. Over that time period, every financial metric the company had soared.

This application process is not (only) about winning. This is about understanding where you are on the journey to Great, and setting internal targets. The most valuable part of applying is gaining access to the Benchmark data which will allow you to see how much ground you need to make up.

We already have an employee survey – will this cause 'survey fatigue'?

Will we perform poorly and therefore look bad in front of our employees?

These two objections are simply **a matter of communication**. Your employees need to understand the specific goals of this program, and have proper expectations set.

We will support your organization with a communication kit. This will help you communicate out to your employees what this survey is, what they can expect, and also help you communicate out the results in a way that is healthy and builds trust. The survey is very short in length and as a second or even third survey it only takes about 15 minutes of an employees' time to complete.

Will I (as a leader) perform poorly? Is this just one more metric that I need to worry about?

This objection is often times a silent one. You will need to understand if this fear is present.

Honestly, it is quite understandable that leaders would have this concern. Perhaps even you carry this concern! There are so many pressures leaders face, and so many metrics that they must already hit – it makes sense to be wary of adopting a new one.

This is what we recommend:

We recommend that you use the results to improve your culture – this must be your clearly stated objective. The reports are meant to guide the organization as a whole – and the insights you receive will be organization-wide.

If you choose to go with our Enterprise level survey platform, you will be able to use it accurately as a measure of individual department performance. In that case, you will work with a client relationship manager from Great Place to Work® who is specifically devoted to supporting your communication and implementation of the tool. And a Great Place to Work® Executive Culture Consultant will walk your leadership team through the results, and help guide action planning. We employ a positive approach to change that we can discuss further with you.

A very important message for your CEO to send is that these surveys are intended to learn and improve – not to punish. The idea is to create a high-trust culture – not a punitive one.

3) HOW WE AT GREAT PLACE TO WORK® CAN HELP

- What options can you present your team to invest in?
- My team is not ready for this yet! Can you help me speak to them?

What options can you present your team to invest in?

Well, the simplest option is the \$995 for our Certify package. We will deliver high level results to you, with benchmarks – and you'll be eligible for a Great Place to Work® Certification badge if your company achieves a certain threshold.

For your first year, we typically recommend getting the **Analyze** or **Grow** package to obtain deeper analysis. This will give you more usable data, and more human support.

My team is not ready for this yet! Can you help me speak to them?

Absolutely. We are happy to fly one of our experienced consultants out to host a Senior Leadership Alignment Meeting. This is a great way for us to observe and assist you with the organizational dynamics involved in rallying your leadership behind you.

We will be giving your CEO and executive team great feedback on where your company is on the roadmap to a high-trust culture. We have a full team of senior consultants, each with decades of organizational consulting expertise.

Please get in touch with one of our Culture Experts for more information about this service.

The bottom line

Whether you sign up through our website, and opt for the Certify package, engage one of our Culture Experts to walk your leadership team through the roadmap to a high-trust culture, or anything in between – our goal is to make you look like a **Workplace Hero**.



2 Tips for other Workplace Heroes

You don't have to be a senior leader in order to affect change. In fact, in one of the well-known companies who applied to our list, the project was initiated by an intern! This person simply believed that the company had a great culture, and should be recognized for it.

The important thing is that you DO believe in a human-centered approach to business. You believe:

- your organization has an awesome culture and should be Recognized!
- or,
- you would like your organization to get on the path to great (even though you may be far from it)

Either belief shows enthusiasm and dedication to your organization, and we believe this should be rewarded! Rewarded with a great work culture – yes. And also, ideally, rewarded with some recognition for yourself of championing such an important initiative.

It can be difficult to put yourself behind a new initiative.

Our goal is that the folks who champion our program – the development and recognition of a high-trust culture – within their organization are seen as **Workplace Heroes**. We've broken down our suggested approach into four basic steps:

1) RESEARCH 2) OUTREACH 3) MEET 4) NEXT STEPS



1) RESEARCH:

Figure out the people who are the correct people to involve:

- Has your company applied with Great Place to Work® before?
- If so, who led the project?

This is a great first question – perhaps your organization has engaged with us in the past. However, your organization has likely changed quite a bit since then, and so has ours. If this person is still around, ask them some of the reasons that you've stopped participating – consider if that rationale has changed?

- Who currently runs your primary employee survey?
- Do you know them, or anyone who works in that department?

Is the leader who currently oversees your employee survey likely to become a Culture Champion behind this project to be Certified as a great workplace? If so, they are the perfect person to approach! If not, maybe there is more than one leader who you think would champion this project – even better!

- Are you a manager within the HR, Marketing, or CEO office?
- If not, do you know someone who is?

- **In Marketing**, we tend to see adoption because of the PR benefits of Recognition. Valuable national and local media visibility for your brand after winning one of our List competitions, and the ability to use our name and logo to enhance your own internal and external branding efforts if you obtain Certification.

- **In HR**, we tend to see adoption of our tool because of the great culture data you can receive – and the exclusive ability to get employee survey results where you benchmark your culture to the best workplaces in America and within your industry. Recognition also drives Talent Acquisition.

Why these three functions?

- **In the Executive office**, we tend to see adoption because the CEO recognizes all of the multitude of benefits associated with having a high-trust culture (see Business Benefits section).



What next?

Once you've done this research, it's important to narrow down to one or two senior leaders who you believe can become Culture Champions behind this initiative.

Ideally, these are people who have a strong connection with the C-level of their department, or with other prominent leaders within the business. They are people who can be a successful advocate for the benefits of improving your work culture – and will have the authority to launch an employee survey as a part of our Recognition Program.



2) OUTREACH

Once you've identified this leader, or group of leaders, reach out to some people that you know inside their departments. If you know the leaders personally, great, you can reach out to them too. But if you are a bit distant from them, it may be better to reach out to some peers who are at your level of the organization.

Gather a small group together for coffee. It's helpful if this group is small – not more than 4 or 5 people – and are people who know and feel comfortable with one another. Maybe this will mean that you are only meeting with one person at first. That's fine. You can afford to take it slow, and build momentum.

When you have the meeting with your colleagues, these are some of the points you might discuss:

- Describe the Recognition Program and its benefits
- Describe which leaders you've considered approaching about this topic
- Do your colleagues agree that these leaders would support this initiative?
- Will these leaders have enough support within the organization to bring this forward?
- If so, what is the best way to approach them?
- And if not, are there other leaders that can support this initiative?

At the end of this gathering – or series of gatherings – you should have a good tight-knit crew, who align with you on the purposes of applying and on the leader you've initially targeted.

3) MEET

This is the exciting part! Meeting with your Culture Champion. Make sure you've scheduled an hour, so you have proper time to communicate. Ensure this is not during an end-of-quarter or end-of-project crunch time.

What should you say?

Your company now has the chance to receive the same recognition that the greatest companies in the world receive – a Great Place to Work® Certified badge – only one step away from being listed as one of the Best Workplaces. It may be helpful to think about our Recognition Program as the lowest-possible cost service that could bring the highest-level of reward to your business. That should help get you in the correct mindset of the value that you are proposing. And if you believe you have a great company culture, it is even possible that you make the 100 Best list in your first year out!

However, it is important to note that being listed as a Best Company should not be the (only) goal of applying. It is an important business benefit, but the real magic comes in actually having a high-trust business culture.

What are the business benefits? Why should this leader support this?

Brush up on our Business Benefits attachment. This can be a low-impact, long-term, high-return project that does not negatively impact the business or take much attention away in the short term. The survey process is mostly automatic and painless. One person will need to act as administrator, but altogether the process is not time consuming.

Feel free to send this guide along to your leader after your initial meeting, if they have shown interest. Section 1 (just before this section) should be of some use to them.

Show broad-based support

The more your team can show the leader that this initiative has broad-based, cross-functional support – the better. That will make their job easier to bring it up the chain. And, the more you can articulate the Business Benefits of having a great workplace and gaining recognition, the better.

These are a few of the talking points we would suggest for the meeting with that leader:

- Have you heard of Great Place to Work® or the Fortune® Best Companies study?
- Did you realize that [insert company from your industry here] was selected a winner this year?
- These are some of the benefits of us doing this – are these compelling to you?
- Do you think our CEO would support running an employee survey to see how we do?
- Is this initiative something that you would feel comfortable getting behind, and is the timing right?
- Ask for advice – how can we best push this forward within the organization?

If they have no objections, and say, “Sure! I’ll take this right to our senior management team!” then great – you can congratulate yourself on a job well done. But if he or she has objections, it’s important to understand where these are coming from. Listen well. Think about them as a person – what are their personal ambitions within the company? How will supporting this impact them positively? Maybe they need more support themselves – how can you help gather other leader’s support?

4) NEXT STEPS

We have senior-level consultants who can support these conversations as they bring the issue to their management team. Feel free to send us an email and one of our Culture Experts can help them or you strategize about which solutions would be best given where you are in your journey to being a great workplace.

Best of luck, and we hope to be Certifying you soon!

- The Great Place to Work® Recognition Team

About Great Place to Work®

Great Place to Work® helps the world’s leading organizations analyze, certify, sustain & transform high trust business cultures. Each year, we conduct the largest workplace culture study in the world, with more than 6,000 organizations with 10 million employees worldwide.

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