

# EMPLOYALTY

How to Ignite Commitment

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and Keep Top Talent

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in the New Age of Work

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**Joe Mull**

Downloadable Resource Toolkit  
to accompany the book

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## How to Implement this Information

Use these Book Resources to reinforce and apply the ideas and frameworks detailed in depth in ***Employalty***.

We suggest that you follow these steps for implementation:

**Read the Book** You can approach this in one of two ways:

- 1) Take it chapter by chapter and implement as you go, or
- 2) read it in its entirety and implement it afterward. The better you understand the dimensions of Employalty (and the factors that make up each dimension), the better you can affect change in your organization.

**Assess Your Situation** Now that you know the three dimensions (and factors) of Employalty, take a deep look at your organization, department, or team using the suggested tactics outlined in chapter 14. What are you doing well to create a destination workplace? What are the areas which need the most improvement? In what areas do you have the most or least amount of influence?

**Set Expectations and Goals** Creating change in your organization will not be an easy or quick undertaking. Now that you know where you need to focus your efforts, set realistic expectations about what change looks like for your organization or team. Write your expectations and goals down and put them somewhere you can see them regularly.

This practice helps to clarify exactly what you want to achieve, which helps guide your daily actions toward goal achievement. Goals written down are more powerful than goals kept in your mind. Then define how you will measure progress. Remember, what gets measured gets improved.



## Dimensions of Employalty Survey

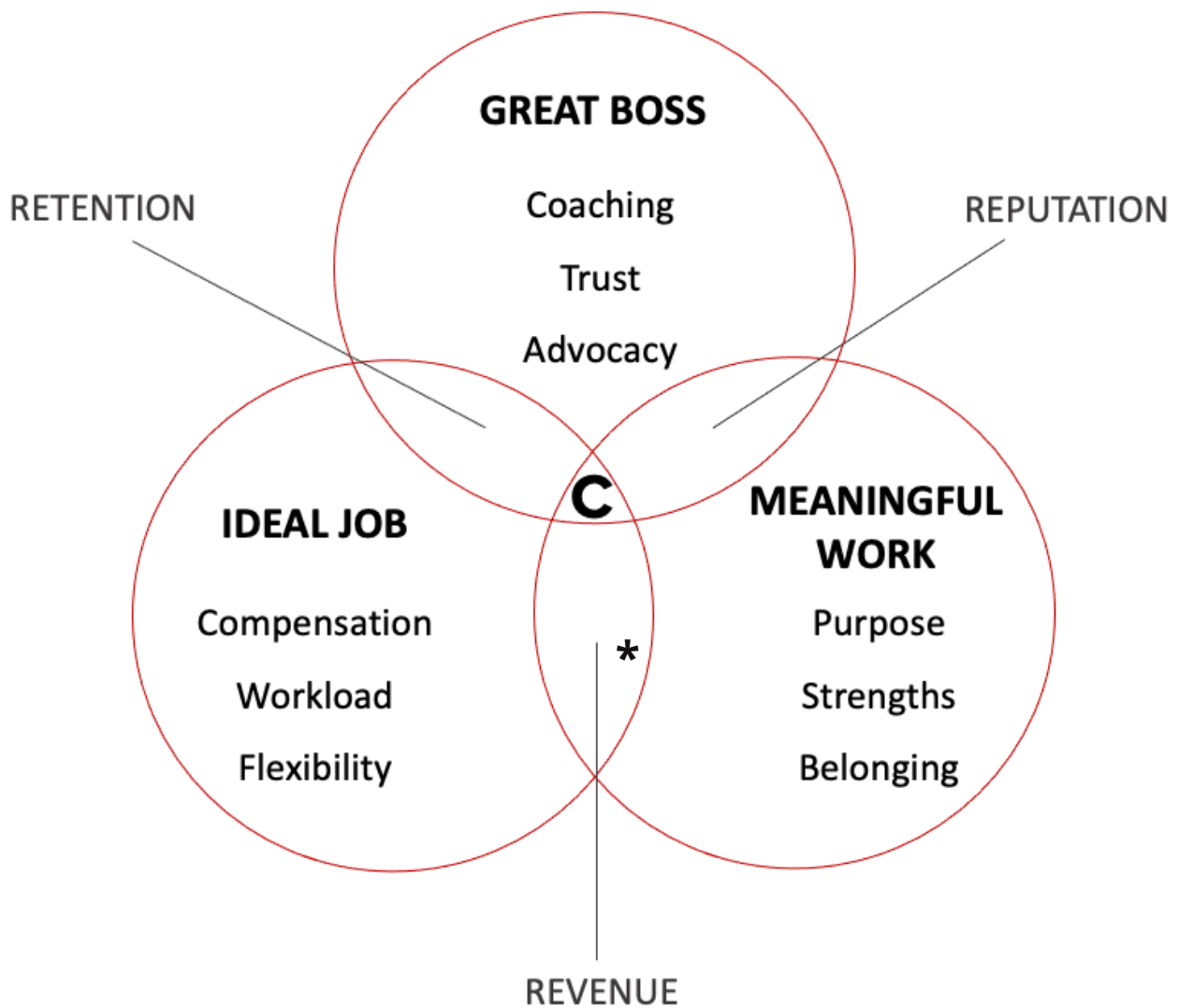
On a scale from 1 to 10, with 1 being strongly disagree and 10 being strongly agree, please rate the degree to which you experience the following in your work:

Dimensions of Work	1	2	3	4	5	6	7	8	9	10
I receive generous compensation and benefits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a manageable workload	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have flexibility around when, where, and how I work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a strong sense of purpose in the work I do	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I get to use my strengths and talents frequently in my job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel a sense of belonging on my team and in my company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss coaches me regularly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have a boss I can trust and who trusts me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My boss cares about me and frequently acts in my best interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Employalty Scorecard

There are three primary factors, comprised of nine dimensions, which work together to create a "Destination Workplace".

When they are each consistently present in the employee experience, commitment appears. That commitment, in turn and across a team, produces a multitude of desired business results, including retention, reputation, and revenue.



**\*Commitment**

## Employalty Scorecard Template

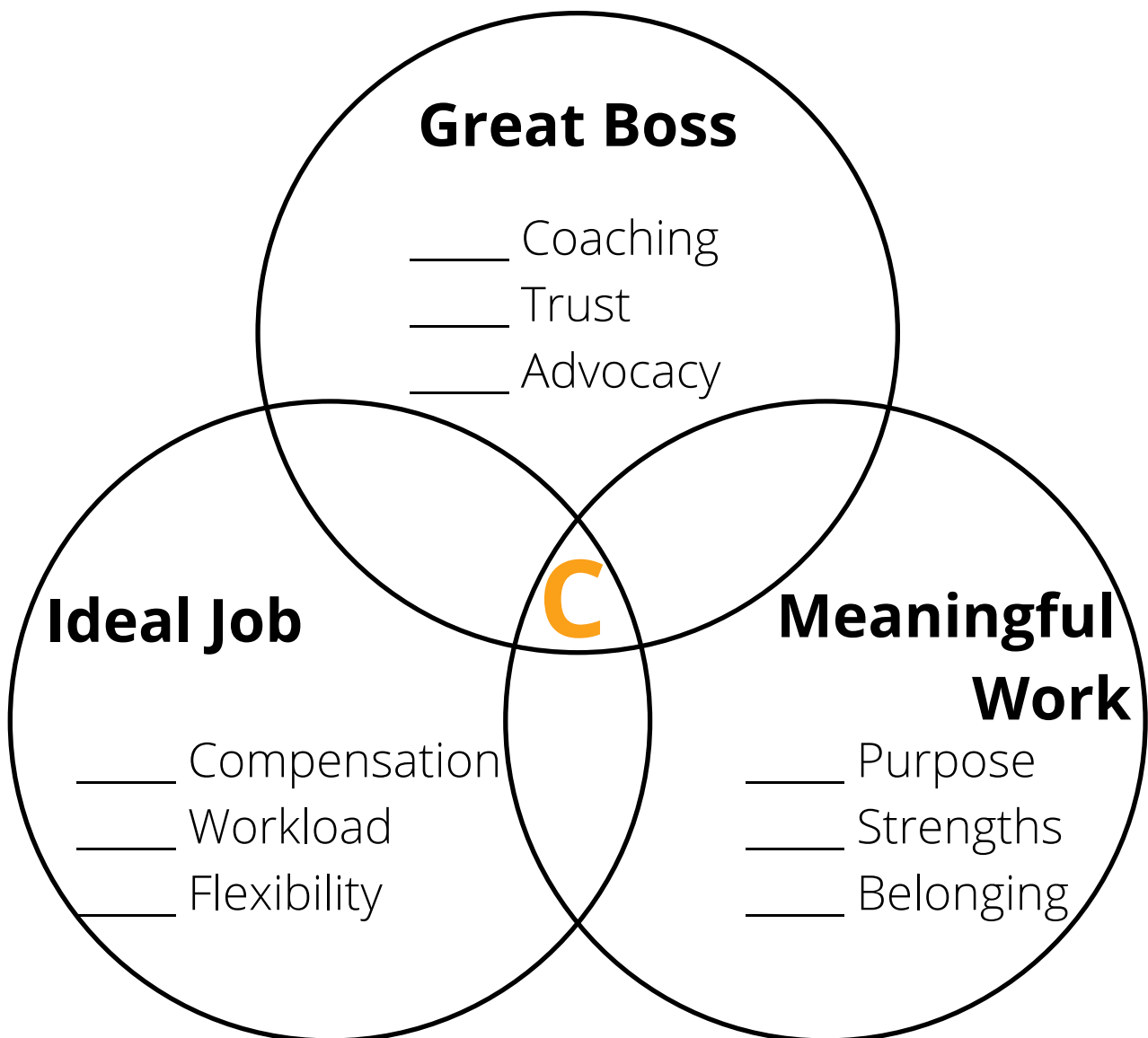
Use this model to take inventory of which factors are present and missing from each job dimension.

Put a ✓ if the factor is present and an ✗ if it is missing.

**Name:** .....

**Role or Position:** .....

**Department or Team:** .....



## Living Wage Worksheet

A living wage is an economic calculation of what someone must earn to avoid a substandard of living. This number varies geographically and is also influenced by the number of persons in a household. When a worker earns less than the living wage, there is a much greater chance that the household will struggle to access adequate food, clothing, shelter, transportation, childcare, healthcare, medicine, and more.

To see if you are offering a living wage for each of your positions, follow the steps below:

- Start by visiting the MIT Living Wage Calculator:  
<https://livingwage.mit.edu>
- Click on the state and county for the job you are researching
- Use the charts on the website to see the living wage for different household configurations.
- Answer the questions on the following page to complete the activity

Note: The living wage shown is the hourly rate that an individual in a household must earn to support his or herself and their family. The assumption is the sole provider is working full-time. The tool provides information for individuals, and households with one or two working adults and zero to three children. The state minimum wage is the same for all individuals, regardless of how many dependents they may have.

## Living Wage Worksheet (cont.)

List the people and/or positions in your organization who are currently earning less than a living wage:

.....  
.....  
.....

Calculate what percentage of your employees might be earning less than a living wage (no. of employees below living wage divided by total no. of employees):

.....

What steps will you take to begin advocating for a recalibration of wages in your organization that uses the living wage as a benchmark and/or best practice?

.....  
.....  
.....

Are there specific roles or position groups towards which you should target your efforts?

.....  
.....  
.....

Who else needs to be invited to this discussion?

.....  
.....

# Defining Your Purpose Activity

**Time needed:** 30 minutes at two separate meetings, one to two weeks apart

**Materials:** Flip chart or dry-erase board to capture ideas, markers, notebook paper, and a pen.

## FIRST MEETING

**Introduction:** Explain to your team that every day they make profound differences in the lives of others, yet the demands of the workplace often “keep us from talking about them as often as we should.” Tell them that today is about “having a conversation that helps us get better at doing that.”

**To begin:** Ask attendees to describe something that they did in the last 30 days that made a difference in the lives of one of your customers. Leave time and space for attendees to process the question and come up with answers. Silence is ok. If you’re struggling to get a dialogue going, ask attendees to share something they observed other members of the team do that made a difference in the lives of a customer.

**Discuss:** As participants share their examples, ask probing questions to uncover the broader impact their efforts had. Some example questions may include:

- How do you think the customer was feeling before you did that? What emotions were they experiencing?
- What kind of impact do you think your effort had on the customer later, after they got home?
- How did your effort impact their family? Their schedules? Their lives?

On the flip chart capture the words or ideas that stand out among the stories and answers shared by the group. Reach for the language that most colorfully describes difference-making.

**Spark more discussion:** As answers become less frequent, ask this question: What is it like to be someone in need of our services? Here again, leave room for attendees to reflect and answer. Consider additional probing questions to draw out responses:

- What emotions might they experience before, during, or after contact with us?
- What inconveniences or difficulties does our work prevent or overcome for our customers?
- Ask for examples of ways those in need of our services experience suffering (before receiving them) or experience joy or relief (after services are rendered).

Again, use the flip chart throughout this discussion to capture the words or ideas that most colorfully describe difference-making.

**Explore ideas for your CAUSE:** After exploring these ideas, pivot to a big-picture discussion about your team’s CAUSE. Ask the team: “Take a look at all those ideas and impacts on the flip chart there. If you had to synthesize that into one single phrase that describes the difference we make in the lives of others, what would it be?”



# Defining Your Purpose Activity

Record all ideas and suggestions on notebook paper. This is not the time to accept or reject ideas, simply capture everything that is generated in the discussion. To spark a better dialogue, you may need to:

- Encourage them to stay away from jargon or generalities
- Nudge them away from your mission statement (which tends to be generic corporate-speak) and marketing slogans (which often prioritize being clever over being clear.)

**Share some examples:** We make dreams come true (fertility clinic), I cure cancer (oncologist's office), we help women feel confident and beautiful (hair salon).

**Wrap-up the meeting:** Ask your group to keep thinking about this and to come back to you if they are struck by any powerful, succinct ideas. Tell them you are going to take all the ideas shared and discussed and whittle them down to a set of choices for further examination. Tell them that your ultimate goal is to come up with a single phrase that captures, in a way that resonates for everyone on the team, the difference your work makes in the lives of others. Then adjourn the meeting.

## SECOND MEETING

**Hold a follow-up meeting 1-2 weeks later:** In advance of the meeting, work to identify a handful (3 is about right) of succinct, simple, powerful CAUSE phrases that you can present to your team. You may want to test some of them out on others in your network before bringing them to this meeting, to ultimately identify the 2 or 3 that have the biggest impact.

**Present 3 choices and make a team choice:** Share 3 CAUSE statements with your team and ask them for their first blush reactions. Use these additional questions to draw out more sophisticated responses:

- Which one did you have the biggest emotional reaction to?
- Which one makes you feel proud of your work here?
- Which one reminds you of the specific stories we told at our last meeting about the difference our work makes in the lives of others?

**Decide and plan:** Continue discussing until you get a sense that a front-runner is emerging, then offer to take a vote. If a consensus is reached (that doesn't mean everyone agrees, but accepts the result), begin exploring ways to champion your CAUSE.

Ask team members for ideas on how to champion that CAUSE in the months ahead. Specifically ask them for ideas on where to post it, how to celebrate, and how to keep it top of mind as a motivator and as a way to keep perspective on tough days. Consider establishing a committee that will work to champion your CAUSE on-site.

**Facilitation tip:** It may be helpful to invite other key stakeholders or decision-makers so they buy into the CAUSE concept that you will ultimately campaign for in the workplace. It would likely be in your best interest to gently encourage them to let the team drive the discussion and bring ideas forward.



# Stay Interview Template

Stop wasting your time with exit interviews. Instead, use the questions below to periodically explore current employees' fulfillment level at work, what would cause them to leave, and what keeps them coming back.

Such a dialogue is a critical component of fostering commitment.

1. What do you like about your job?
2. What do you dislike about your job?
3. When do you feel the most useful or fulfilled?
4. When do you feel the most energized at work?
5. If you could change one thing about your job, what would it be (and why)?
6. What is one small thing we could change around here that would make your life or job easier?
7. Is there a big thing we could change around here that would improve your life or job?
8. What do you need from me or us as a company in the next 6 to 12 months?
9. If you left your current role to join another organization, what would be the reasons?
10. What would be the one thing that, if it changed in your current role, would make you consider moving on?
11. What is something new you would like to learn this year?

## Sample Camaraderie Questions

Bosses build camaraderie in teams by making it easier for people to find things in common with each other.

Use these questions or come up with your own!

- What is the longest you've gone without sleep and why?
- Name a special occasion you celebrate that most others don't
- Name someone in your life who makes you feel confident every time you interact with them.
- What are your top 3 most used emojis?
- What is something you said you'd never try, but eventually did, and now enjoy?
- What's something new you would like to learn to do in 2023?
- Tell us about something unique that's on your 'bucket list.'
- What is one piece of advice you're glad you took? What is one piece of advice you're glad you ignored?
- What is something that makes your job challenging that most people never see?
- What is something that made you laugh out loud recently?
- What is something you believe but can't prove?
- What did your parents do for a living? How did that influence who you are today?

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Maura Thomas

**Episode 59:** Be the Upgrade + The Power of Showing Up

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**Episode 97:** Why Engagement is Declining + Our Adapt-or-Die Moment

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