

# 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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BOOK CLUB KIT

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## Thank you for purchasing **Employalty: How to Ignite Commitment and Keep Top Talent in the New Age of Work!**



### **EMPLOYALTY BOOK CLUB KICK-OFF VIDEO: CLICK ABOVE TO PLAY**

This Book Club Kit is a gift to you. Included you will find the Employalty Implementation Guide and Discussion Questions. We hope these resources will help you drive the change that will turn your organization into a "Destination Workplace".

**Scan or click here for bulk orders or to download the resource kit mentioned in the book:**



## How to Implement this Information

Use this Book Club Kit to discuss the ideas and framework 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. 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? Use the discussion questions in this Book Club Kit to help you identify and prioritize the areas that need your attention the most.

**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.

## How to Implement this Information

**Create a Plan** Create a 30-, 90-, and 180-day plan to take action on those tasks or initiatives of most importance that you identified in the assessment phase. Include time for research and information gathering, meetings, training, and follow-up items. Be sure to add these action items and tasks to your calendar - don't rely on your memory to keep you on task.

**Communicate with the team** Once you've created a plan, introduce the Employalty concept to your team. Consider gifting this book to your team, so they know what to expect from the changes and can help keep leadership accountable. As part of your communication phase, invite representatives from all parts of the organization to take an active role in shaping some of the work you outlined in your 30-, 90-, and 180-day plans. Invite manager and non-manager employees to be part of project groups or committees with clear directives. Make everything you learn and plan to do available to your employees.

**Reassess and Adjust** As you execute on your plans, periodically reassess and adjust plans accordingly to ensure you are actually affecting the employee experience around each of the 9 Employalty dimensions. During this phase of your work, encourage supervisors to start using the Employalty Scorecard as a diagnostic tool with individual employees.

Keep an eye on turnover numbers. If possible, break it down by position. If, for example, management positions have low turnover but sales associates are still hard to attract, you can begin tweaking the 9 dimensions with regard to those specific positions.

## Discussion Guide

Below are discussion questions for each chapter of the book. Ideally, these should be discussed as a group with a single facilitator leading and keeping everyone on track. You can also separate into groups with a facilitator for each group or even discuss these with a single accountability partner. Feel free to customize these questions to your group and organization.

### FOUNDATIONS OF EMPLOYALTY

#### **Chapter 2: Becoming a Destination Workplace**

- We are now in the age of recruiting. What are you doing currently to identify worthy talent and convince them that this is the place they want to work? What are some areas for improvement?
- Looking at the Employalty Scorecard model, you know that Commitment comes from the combination of Ideal Job, Ideal Job, Meaningful Work, and Great Boss. At the intersection of these three dimensions are Retention, Revenue, and Reputation. What do your retention statistics, revenue, and reputation say about you as an organization?
- Each person in your organization has their own individual scorecard with differing priorities. How can you use this knowledge to drive your organizational values and decisions?

## Discussion Guide

### **Chapter 3: The Breaking & Upgrading of Work**

- While not a new issue, burnout is a major cause of employee turnover in the post-pandemic work environment. How has burnout affected employee retention and turnover in your organization?
- The pandemic caused many employees to experience remote work, which was not previously a common option. How has this shift to remote work affected your organization? Has there been pushback from employees who were told to return to in-person work?
- The current talent pool is smaller than ever. Employees and job candidates are more discerning than ever. What are you doing now that is working to give an upgraded employee experience? What are specific things that you can do now to improve your employee experience?

### **Chapter 4: Rehumanization & The Myth of Lazy**

- Employees trust their employers with their livelihoods. Is your organization a stable place to work? Do your employees feel security working for you? If so, why? If not, why not?
- When we perceive employees as producers first and people second, we stop feeling compassion, which leads to dehumanization. Is your organization one that tolerates dehumanizing actions, such as bullying, belittling, hazing, or harassment? If so, what actions can you take to mitigate these dehumanizing behaviors and rehumanize your workplace?
- Are there accepted policies, procedures, and practices in your organization that ignore the humanity of employees and/or do harm to a person's life outside of work? If so, how can you adapt to minimize this impact?

## Discussion Guide

### **Chapter 4: Rehumanization & The Myth of Lazy (Cont.)**

- To what degree do you experience *The Myth of Lazy* in your organization? What mindset shifts need to take place and what work needs to occur to drive that shift?

### **IDEAL JOB**

### **Chapter 5: Compensation**

- Do you know the living wage for your county? Does your organization offer a living wage for employees at all levels? If not, why not?
- Offering higher pay can remove obstacles for employees and can increase commitment. What are ways that you can increase this investment in your employees? Are you able to offer pay increases? Are there creative options that you have considered but have not implemented yet? Who in your organization has the power to move the needle on wages and how can you turn them into an advocate for wage improvement?
- Compensation involves more than just wages. Generous benefits can also have a profound impact on employees and include vacation packages, childcare assistance, paid family leave, retirement contributions, transit subsidies, and more. What benefits do your employees receive? Which of these are the most valuable to them? Are there benefits that employees have mentioned they would like to have that are not currently offered by the organization? Can you employees choose an ala carte menu of preferred benefits?

## Discussion Guide

### Chapter 6: Workload

- What are the policies (official or unspoken) surrounding working during non-work times at your organization? Is there an expectation that emails will be answered, calls will be accepted, and work will be done on evenings and weekends?
- There is research that supports a four-day workweek. Is this something your organization has tried? If so, what were the results? If not, would you consider trying this strategy? What do you think would happen in your organization if you shifted work in this way?
- The goal is to find a balance between too much and too little work. Would you say that your organization leans more towards giving too much work, too little work, or is there a balance? If the workload is not balanced, what are some things you can do now to try to regain this balance?

### Chapter 7: Flexibility

- How flexible is your organization currently? Do employees have control over when they work? How they work? With whom they work? On which projects or tasks they work? Are teams able to problem-solve on their own or is a manager involved in all planning and decision-making?
- Flexibility is now the most sought-after work benefit. Where and how can you grant employees more autonomy or influence over when, where, and how they work?



## Discussion Guide

### MEANINGFUL WORK

#### Chapter 8: Purpose

- When an organization demonstrates that it is truly impacting lives in a positive way, they are engineering Meaningful Work. What is the purpose of your organization? What impact does your work create on the people you serve?
- Does your organization embody its mission statement? Does management consistently articulate how employees' work contributes to the mission of the company? How can management better share employee impact so that employees can take ownership of their work and their role in the organization?
- How are managers and employees recognized in your organization? Are there opportunities for peers to recognize each other? Is recognition tied to time-based milestones (ex 5-year anniversary) or are there opportunities for recognition for individual and group achievements?

#### Chapter 9: Strengths

- Strengths are those habits, talents, and skills that are done both well and easily. Does your organization match employees with jobs that play to their strengths? Why or why not?
- During performance reviews, are people more often asked to improve in areas of weakness or to zero in on their gifts and talents? If the answer is to improve weaknesses, can you think of any benefits of focusing on strengths instead?

## Discussion Guide

### Chapter 10: Belonging

- Does your organization currently offer Employee Resource Groups (ERGs) or other employee-led groups for those who share a characteristic, ethnicity, experience, or interest? If so, what are the results of having these groups available to employees? If not, what are the potential groups which could benefit from this sort of resource?
- A feeling of belonging has been tied to increased job performance and a reduction in turnover and sick days. What efforts are your organization taking currently to increase the sense of belonging among your employees and managers? What is working well? What are specific opportunities for improvement?
- Leaders can highlight a sense of belonging by acknowledging the accomplishments, traits, and time served by individuals which add to the performance and success of the team. In what ways do you increase the sense of belonging on your team? This is a great opportunity to share ideas with others.

## GREAT BOSS

### Chapter 11: Coaching

- Studies have shown that only 1 in 10 people possess the necessary traits to be a great manager, including strategic thinking, empathy, ability to flex work style to fit the situation. What strategies has your organization used to find and select managers? Have these strategies been successful? Why or why not?

## Discussion Guide

### **Chapter 10: Coaching (Cont.)**

- Coaching is considered the transcendent leadership skill, which leads to higher levels of commitment on their teams compared to others. Have you received training on coaching skills? If so, have you been able to actively apply them to your interactions? What was the result of this coaching management style?

### **Chapter 12: Trust**

- How transparent is your organization? Do you feel like you can trust the leaders above you in the organization? Does your staff feel that they can trust you? How have these beliefs affected the way people work?
- Do you trust your staff? Do you believe that the majority of people are trustworthy and will do the right thing? Or do you believe employees will do the minimum possible if they are given the least bit of oversight? Consider your answer - what has led you to feel this way?
- How can you grant more trust to the people on your teams? How can you more quickly and effectively earn their trust in your role as a leader?

### **Chapter 13: Advocacy**

- Advocacy is acting in another person's best interests. Think of a time when you had to advocate for an employee or team member. Think of a time when someone advocated for you. How did your relationships change, if at all, as a result of these actions?
- Do what degree do you rely on positional authority to lead effectively? How well have you developed relational authority?

## Discussion Guide

### Chapter 13: Advocacy (Cont.)

- Are you a great advocate? Do you want to get better at advocacy? Answer the following:
  - Do you know the names of all your employees?
  - Do you know at least a few personal facts about the employees you see regularly?
  - Do you see our employees as having knowledge or expertise?
  - Do you ask your employees about their challenges, career goals, or life outside work?
  - Do you speak up on your employees' behalf to protect them from work suffering?
  - Do you know what they need to be effective at their jobs (supplies, info, support, etc)?
  - Do you demonstrate caring and compassion to your employees?
  - Do you work to find compromise when life gets in the way of work?

### WRAP-UP

### Chapter 14: Starting an Employalty Movement in Your Organization

- What steps will you take to improve in the dimensions of Employalty that your team or organizations sees as it's greatest areas of improvement? Use the implementation guide at the top of these resources to get started.

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