

EADM826.3|SEPTEMBER 2020 | LAILI CAI

LOVE'EM OR LOSE'EM:GETTING GOOD PEOPLE TO STAY

Beverly Kaye and Sharon Jordan-Evans

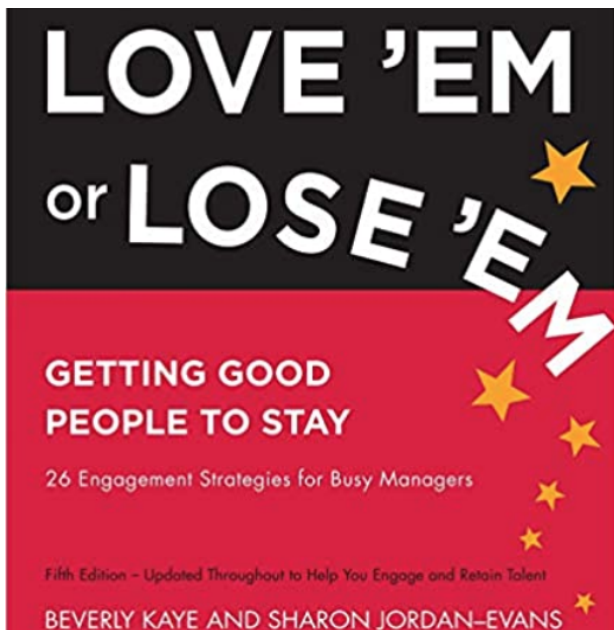


TABLE OF CONTENTS

Book Summary.....	p. 1
About the Authors.....	p. 2
Chapter 1-2.....	p.3
Chapter 3-9.....	p.4
Chapter 10-16.....	p.5
Chapter 17-21.....	p.6
Chapter 22-26.....	p.7
Application and Reasons.....	p.8
Discussion Questions and Critical Evaluation.....	p.9

BOOK SUMMARY:

Love'em or lose'em written by Beverly Kaye and Sharon Jordan-Evans in 2014 and is the fifth edition to illustrate the twenty-six strategies from A-Z that facilitate managers to keep the best employees and keep their engagement.

This Wall Street Journal Bestseller offered managers strategies to keep the employees make their full potential and reach their best in their job positions.

This is a "how-to" book to guide leaders to find quick and effective ways to success in the war in getting the talented to stay.

The first part of this book introduces you to the love'em approach and coach you keep the talented people through stay interviews.

The second part of this book looks at the key elements to enhance the engagement of employees by supporting their career paths and be respectful and friendly.

The third part of this book dives into the title of this book and detected the right way to lead the organization. This includes self-assessment, create connections and growth opportunities, mentoring experiences, and encouragement to employees.

The fourth part of this book furthers the best practices and solutions to concrete concerns within organizations, and to be or not to be dilemmas in any business.

The last part of this book motivates you to think about your current leadership situation and the challenges you are facing to analyze your faith in The Retention/Engagement Index (REI). This part mainly helps managers to master strategic management to make both managers and employers more effective and sustainable.

SHARON JORDAN- EVANS

Sharon Jordan-Evans is an outstanding speaker, author, and certified executive coach. She has a master's degree in organization development (psychology) and is a professional certified coach.

Before starting her consulting firm, Jordan Evans Group, she is the Senior Vice President and Consulting Partner for Drake Beam Morin, Inc. for nine years. She has over fifteen years of managerial experience and developed her specialties in executive coaching, strategic competency development, retention strategies, and high-performance team building.



BEVERLY KAYE

Dr. Beverly Kaye is recognized as one of the most knowledgeable professionals in the area of career development, employee engagement, and retention. She earned her doctorate at UCLA. She is the founder of Career Systems International (CSI) over thirty years ago and it contributes a lot of management solutions.

"MY ENTITY WAS MORE THAN MY IDENTITY"

She has been working as a thought leader, speaker, and author in discovering greater meaning in the manager's work. She was honored with ASTD's Distinguished Contribution Award for her last three decades of achievement in positively impacting the organizational effectiveness.



PART 1 (CH.1-2)

Introduction to the love'em approach- Ask & Buck

Conduct "Stay Interview"

- **Be brave to ask** - Have an understanding of the positive side effects of asking.
- **How to ask** - Focusing on telling employees how important they are to you and the organization.
- **What if** - Listen actively and give employees time to think what they need; Building trust between each other before asking; Be honest about your love'em attitude.
- **Why they stay** - Employees have a challenging and exciting work; Supportive and caring leaders.
- **Pay and Culture** - Payment is not a good way to attract employees but a challenging and fair work environment; Be aware of cultural differences to asking and use whatever ways (anonymous survey) to know what employees' real needs.



"THEY NEVER ASKED" (P.17).
-A. J.



Managers stop buck:

- **Responsibility:** Leaders are responsible for creating a retention culture in an organization to make employees feel being cared and respected.
- **Reality:** the world is facing a real talented shortage
- **To do:** hold "stay interview; talk with others about why some talented people left; figure out who might be the next; Ask them, listen to them, and love them.

"What kept you" survey data: Go to www.keepem.com

PART 2 (CH. 3-9)

Careers, Dignity, Enrich, Family, Goals, Hire, and Information

- Support their career development
- Show respect to employees
- Energize the job to let employees get growth and challenges
- Striking a balance between work and family
- Four career options except promotion
- Hire people who fit the job position you valued or train them
- Share information

Four Career Options:

- **Enrichment:** Learning new ways in dealing with the work
- **Lateral movement:** Moving across divisions to be more experienced
- **Exploration:** Temporary moves to different projects or working with different teams
- **Realignment:** Moving downward to relieve work stress



The more choices for employees in their career development, the more possibilities for them to stay .

It is critical to find the right fit other than hiring a mediocre employee.

Assumption testings have been done in a way with assumptions, and facts. Appearance, gender, accent and family background should not be the requirements to determine the candidate. Skills, experience, and characteristics are the key criteria when finding qualified candidate for the organization. What wise leaders will do is to learn from global recruiting and find solutions to motivate employees' full potential in the initial year and establish a supportive relationship with them, and keep communicating with each other about their stress, and share good information with them to get updated and stay-tuned.

Good reasons to share information:

- High productivity comes from the updated information
- Employees will feel valued and important
- This will help employees avoid most of the pitfalls.
- Employees maybe helpful in thinking out the best strategy to be more competitive.

PART 3 (10-16)

Jerk, Kicks, Link, Mentor, Numbers, Opportunities, and Passion

Jerks: Jerk-like behaviours and dislike the boss is the top reason why talent loss. Be clear about bad management behaviours and know what effective behaviours should be formed. Get helpful resources to guide you to make a change.

Choose a job you love, and you'll never have to work a day in your life (p. 144).

-Confucius

Kicks: Research shows that "fun-filled workplace create enthusiasm" and this lead to high productivity, high proficiency, high retention, and a positive working environment (p. 103).

Link: A wise manager should be a linker to support their talented employees. It is hard for employees to leave a workplace with "connections, relationships, ties, and associations" (p. 110). Encouraging interactions of employees and this also help in sharing information between colleagues and promote their career development to make work done efficiently. This is also a good chance to ask your employees to build good relationships with them.

Mentor: Mentoring programs will not only impart critical skills but also stimulate learning leaders and productivity. Pairing mentors are suitable for newcomers and here are ways for managers to be experienced with mentoring: 1)Be a good role model; 2)Encourage their interests and support their needs; 3)Nurture good relationships with them; 4)Teach them organizational reality to avoid res flags behaviours and make it into reality.

Numbers: There is at least twice the cost on your annual compensation if you lose a talented worker. Managers need to figure out what is the real cause of losing a talented worker just like the stolen property. What's more, losing talented workers are not really about the money but about the appreciation and praise to them.

Opportunities: Love'em managers help employees to find learning and career developing opportunities inside the organization and let them bring out their best talent into the workplace.

Passion: Love'em managers should know what drives your employees to work and what areas they dislike. Then managers should encourage and support them. Passion igniters: 1)Select a good fit with passion for the organization's service; 2)Share leaders' passion for the teamwork; 3)Share a meaningful mission link employees to their passion.



PART 4 (CH. 17-21)

Question, Reward, Space, Truth, and Understand

Question: The world would be disorganized if there are no rules. But questioning current rules are innovative ideas in the workplace to promote progress. Managers are beloved by listening, justifying as well as encouraging to it. Leaders need to know that restrictive and overgrown rules need questioning and clear away roadblocks to let employees have more time using creative and innovative methods to new problems.

Reward: A major motivator for workers to stay is not to pay money but pay competitively. In the reward department, managers should offer things like "challenges, growth opportunities, and recognition" to keep talented people and appreciate their work with words and actions but not with temporary perks (p. 162). Reward rules: 1) Positive feedback to their work; 2) Reward matches employees' needs and not everyone wants the same rewards.

Space: This tip is mainly for younger workers. Managers should avoid being control freaks "either physically or figuratively" (p. 175). Managers should be able to give enough **inner space** and **outer space** for workers.

Truth: Managers should view truth-telling is a gift for employees. Giving sincere and honest feedback is not just praise but offering coaching suggestions and help workers be more successful. In this process, managers also can ask employees' thinking about the specific problem at work.

Understand: To understand the real voice of your worker is to listening deeper. To become a good listener not only required great listening skills but also get the comprehension behind the conversation with employees. Be aware of these traps to become a good listener: 1) Do not interrupt the conversations; 2) Stop defending and let the employees state their thinking clearly; 3) Transmitting too much than receiving; 4) Mind drifting; 5) Derailing topics; 6) Rambling in words; 7) Stop opinion giving but asking a great question to listen deeper what talented employees' meaning; 8) "Stop using disrespected words but be curious and serious; 9) Stop doing whatever you are doing and listen to your employees" (p. 200).



Inner space (zero cost):

- mental and emotional space
- let them self-direct
- let workers manage their own time
- let them be more creative and innovative

Outer space:

- physical work environment
- design employees' own work area
- take a break from work
- dress as they wish



PART 5 (22-26)

Values, Wellness, X-ers and others, Yield, Zenith

Values: Values are the bottom lines and beliefs people take to put into action. Conflicts of values can cause talent loss and managers should avoid this by letting employees' choose what kind of working values suitable for them. a) Goal-oriented workers need to lead them to appealing projects; b) People-oriented employees need to develop their connections and maybe offer team projects; c) Self-starters need more freedom and avoid micromanagement; d) Good soldiers need adequate attention and encouragement. These personal values should all align with organizational values to create the best performance.

Wellness: Managers' task is to encourage the wellness of your team and keep your talented people high-energy and highly productive. To-do lists: 1) Notice the change of habits of someone and ask them immediately and see what you can do; 2) Help employees seek work-life balance; 3) Be available at all times and ready for physical and mental support to workers.

X-ers and others: Managers should get to know different employees have different characteristics. It is important to observe things through a different lens of what each employee truly want. **Gen Ys** are now the most influencing and young generations and bring the greatest impact to the future. **Gen Xs** are the older generation to bring their experience into the workplace to strengthen the organization. Hints to learn from Gen Xs: 1) Respect the experienced people and dig their knowledge; 2) Let Gen Xs mentor Gen Ys; 3) Link them with communities to edge their experience; 4) Hiring the Gen Xs to realize the win-win solution.

Yield: Managers need to understand that micromanagement does not make the most talented workers trust you but yield to their strategies occasionally can empower them to be more creative and productive at workplace. Tips for keeping talented people: a) trust their judgment; b) Support their work and ready for offering resources; c)listen deeper and try their ways; d) Treat them as your colleagues; e) Stop micromanagement and give them freedom; f) Sharing the honor and spotlight with employees

Zenith: To reach the peak of work, managers should create a sustainable and flourishing work environment for employees. Advice for peak performance: 1) Check out the REI again to see what is missing in your team; 2) Planning a to-do list to ask your talented employees and be ready to listen deeper and careful; 3)Stick to our style and give it a try.

**VALUES ARE THE EMOTIONAL SALARY OF WORK, AND SOME FOLKS ARE DRIVING NO WAGES AT ALL (P.203).
- HOWARD FIGLER**

Retention/Engagement Index (REI)

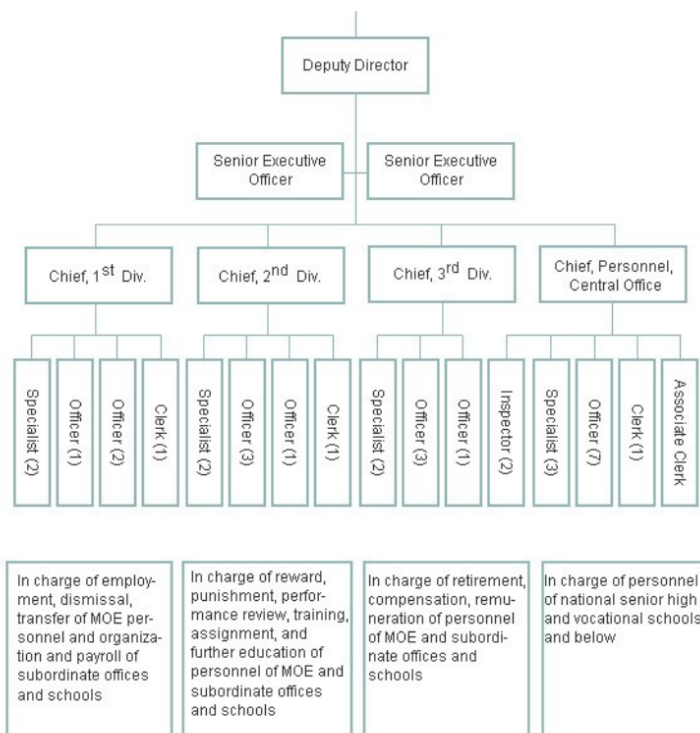
To what extent do you . . .		Score (1-4)
A.	assume that employees should and will tell you what they want from their work?	
B.	believe that retention is a job for HR or compensation professionals?	
C.	regard employees' careers as their business, not yours?	
D.	take for granted that employees know you respect them, and therefore you don't need to show it?	
E.	think employees should tell you if they are not feeling challenged in their work?	
F.	expect employees to leave their personal lives at the door and feel only their business lives are your concern?	
G.	avoid discussing career options with employees, especially when promotions are not readily available?	
H.	hire primarily based on functional or technical skills?	
I.	give information to employees on a need-to-know basis only?	
J.	think you are here to get the job done, that employees don't have to like you?	
K.	believe you are not at work to have fun?	
L.	fear that if you introduce employees to others in your network, they might be enticed away?	
M.	feel that you don't have time to mentor?	
N.	have only a vague idea of what it costs to lose talented people?	
O.	tend to hoard good people instead of helping them seek other opportunities?	
P.	agree that we don't have the luxury of loving what we do?	
Q.	fail to question policies for the sake of your employees?	
R.	deem good work to be its own reward?	
S.	think that if you don't control the who, how, where, and when, the work won't be done right?	
T.	avoid giving negative or corrective feedback to your employees?	
U.	consider yourself too busy to be a good listener?	
V.	view employees' values as their own business and therefore seldom discuss them?	
W.	believe that employee wellness initiatives are frills?	
X.	think that generational differences are irrelevant in the workplace?	
Y.	believe employees should usually wait for you to tell them what to do?	
Z.	maintain that employee engagement and retention are not critical leadership skills and you don't need to spend time improving them?	

Generations at Work



APPLICATION TO EDUCATIONAL ORGANIZATIONS

For people who apply this book into the management of educational organizations will be beneficial in making teacher and students flourishing and the education system more sustainable. While education is all about making students more successful, this book naturally teaches leaders at all levels to master ways to offer the mentoring experience to new teachers and inspire them to be engaged at school. Reading this book makes educational leaders spontaneous pay more attention to foster teachers in a valuing, understanding, supporting, rewarding, and enriching way to secure education success. What most important is that this book emphasis on the real practice of the managerial skills of leaders and this is what educator doing in their daily teaching life.



Why should you read this book?

This Book has been proven by analyzing leaders in all sectors internationally by using a love'em approach to keep employees' stay and get engaged. Informative and creative ways to improve your toolbox for employee management and retention equation.

Many great tips in this book are very practical with international examples. One of the greatest points of this book is that its emphasis on the power of people that can be the most important part for organizations. This book not only teacher leaders to genuinely care and love their employees but also teach them to mentor and lead employees to inspire them to bring out their best in the workplace.

Overall, this is a well-written and updated consultation book with twenty-six great ideas plain to read through. It clearly stressed out that reading is not enough. They continuing to update their global research and refining their engagement and retention strategies on the original research.



DISCUSSION QUESTIONS AFTER READING LOVE'EM OR LOSE'EM: GETTING GOOD PEOPLE TO STAY

- What are the strategies to strike the balance between leadership and management?
- How do we use coaching advice to keep high retention rates and engagement?
- As a leader, how can you provide specific and practical ways to make employees make their full potential and getting their best?
- As a teacher, what do you want or need from the managerial level to be happy and engaged at work?

CRITICAL EVALUATION OF LOVE'EM OR LOSE'EM

Traditionally, getting good people to stay is not the top priority to an organization but making more profit. Love'em approach pushes leaders to think deeper about the cost of losing talented people and making them realize the importance of keeping great talent. However, keeping good people is challenging in most cases and people are the most decisive factors of an organization. The authors make leaders reevaluate themselves with practical approaches like stay interview and REI to get to know their leading styles and see improvements through the lens of employees. The authors exemplify thousands of worldwide leadership situations and see the best elements of the manager-employee relationship with sharing goals, information, and values, promising career development, physical and mental wellbeing, mentoring programs, sustainable commitment. This book is backing up with updated quantitative data to support the strategies to keep the best and discard the rest. Moreover, as people gradually no longer keep the same habit or memory as time goes by, it is essential to have a guide book to remind them what is the appropriate practices when comes to a certain situation. The authors link their framework theory with real practices by including a series of hints and examples. The discussions and bottom lines they offered at the end of each chapter deliver reminder messages to leaders.

Reference: Kaye, B., & Jordan-Evans, S. (2014). *Love'em or lose'em: Getting good people to stay*. Berrett-Koehler Publishers.