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Three Ways “GReAT” Managers Drive Engagement

Philadelphia, PA—January 3, 2011—According to the Conference Board job satisfaction is at an all time low. This is a crisis for individuals and businesses alike according to Kevin Kruse, co-author with Rudy Karsan of *We: How to Increase Performance and Profits Through Full Engagement*. “People who are unhappy at work weigh five pounds more, have less sex, and have more heart attacks. For business, disengaged workers lead to lower growth, profits and even stock price,” claims Kruse. He offers this easy to remember advice to managers who want to generate massive emotional commitment among their team members, “GReAT managers focus on Growth, Recognition And Trust.”

- 1) **Growth**—we all need to feel like we are learning new things and being challenged. Ask your team members questions like, “Do you feel our company is offering you opportunities to grow and develop?” Discuss their short-term and long-term goals and identify the knowledge, skills and experience they’ll need to accomplish them.
- 2) **Recognition**—we all need to feel truly appreciated at work. Ask team members questions like, “Do you feel like your ideas count here? How do you think we can do a better job of recognizing great performance?” Think beyond just cash rewards or achievement banquets. Use a personal touch: hand write a thank you note, offer public praise, email your boss about someone’s accomplishments and cc’ that person on the email.
- 3) **Trust**—emotional commitment requires that we trust the ethics and competence of our senior leaders, and that we are confident in our future. Ask team members, “Are you confident in our leadership team and the future of our company?” Trust must be earned, and is easily lost. Make sure to keep your commitments, be transparent with information as much as possible, and always act with the highest ethical standards.

Based on Kenexa survey research from over 10 million workers in 150 countries, *We: How to Increase Performance and Profits Through Full Engagement*, shows individuals how to hit their “Career-Life Bull’s-eye” and gives leaders a framework for generating emotional commitment and buy-in. The book includes quizzes, personality assessments, and bonus videos for readers. To download a free book chapter, visit www.WeTheBook.com.

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