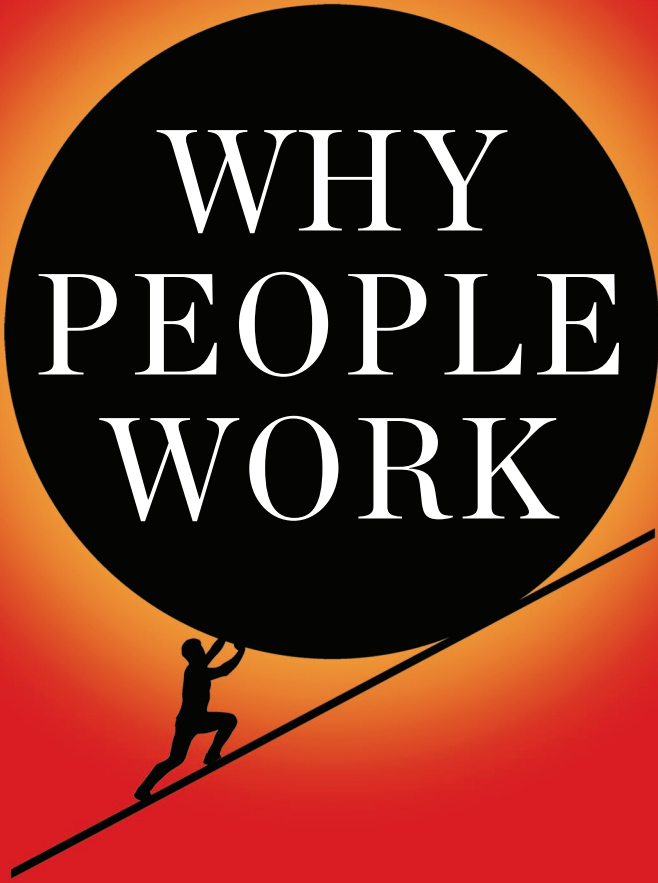


Discovering Your Employees'
HIDDEN EXPECTATIONS

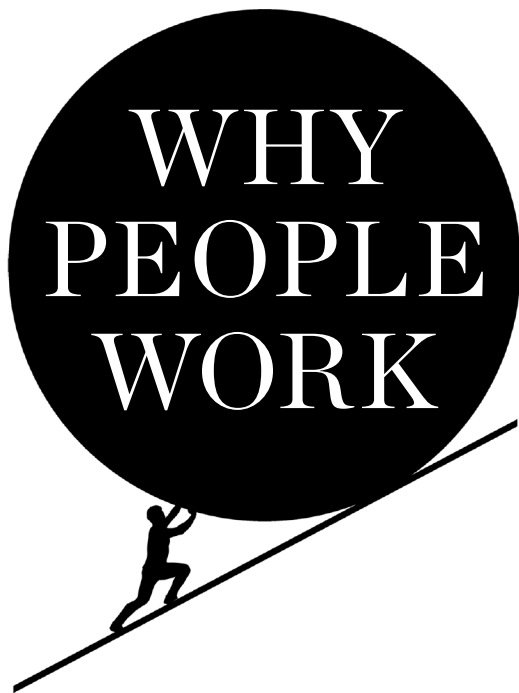
A silhouette of a person is shown pushing a large black circle up a diagonal line. The circle contains the text 'WHY PEOPLE WORK' in white, serif, all-caps font. The background is a gradient from red at the bottom to orange at the top.

**WHY
PEOPLE
WORK**

ERCELL CHARLES *and*
MERLE HECKMAN

WHY
PEOPLE
WORK

Discovering Your Employees'
HIDDEN EXPECTATIONS



ERCELL CHARLES *and*
MERLE HECKMAN



Dedicated to
Leona C. Charles and
Mabel Heckman.



Published 2024 by Gildan Media LLC
aka G&D Media
www.GandDmedia.com

WHY PEOPLE WORK. Copyright © 2024 Ercell Charles and Merle Heckman.
All rights reserved.

No part of this book may be used, reproduced or transmitted in any manner whatsoever, by any means (electronic, photocopying, recording, or otherwise), without the prior written permission of the author, except in the case of brief quotations embodied in critical articles and reviews. No liability is assumed with respect to the use of the information contained within. Although every precaution has been taken, the author and publisher assume no liability for errors or omissions. Neither is any liability assumed for damages resulting from the use of the information contained herein.

Front cover design by Tom McKeveny

Interior design by Meghan Day Healey of Story Horse, LLC.

Library of Congress Cataloging-in-Publication Data is available upon request

ISBN: 978-1-7225-0670-4

10 9 8 7 6 5 4 3 2 1

Contents

Foreword.....	7
Introduction	13
1 Relationship	29
2 Respect.....	53
3 Responsibility	75
4 Reward	95
5 Recognition	107
6 Reverence.....	129
7 Pulling It All Together.....	145
About the Authors	161

Foreword

by Molly Breaseale and Michael Crom

It's easy to lose hope when scrolling through posts on LinkedIn or reading business publications telling you what to do as a leader—as if who you are isn't enough.

In one respect, it's true: you will never be able to do enough fast enough to ever catch up with workplace demands. But it's also true that you have all you need to be enough to create an environment where people love to work.

You are holding in your hands a book expressing the realization that in this ever-changing world, you are enough to meet the challenges of the day, making a difference in your life and in the lives of those you lead. When you have finished reading *Why People Work*, you will see people differently and will be willing to take the initiative to form healthy work relationships.

Seeing people differently starts with trading the term “human resources” for “human potential.” Human beings aren’t assets to be managed; they are talent and potential to be developed by you! When individuals experience an environment where they feel seen, heard, and valued, they create their best work.

According to the H.P. Work Relationship Index (September 2023), the world’s relationship with work is unhealthy, with only 27 percent of knowledge workers saying they have healthy work relationships. This report echoes data compiled by Microsoft, McKinsey, and many more sources describing the current state of workplace health from the employee point of view.

These unhealthy work relationships impact employees’ mental and physical well-being, morale, productivity, and bottom-line results. In short, employee health and emotional well-being have taken center stage.

Why People Work shines a light on the truth that your role as a leader is about unlocking the potential in people. This skill is vital today, as we see an increasingly negative impact from unhappy and disengaged employees. Negative corporate cultures cost U.S. companies hundreds of *billions* of dollars each year.

The tools provided here are simple to follow, but they will significantly improve the happiness and profitability of organizations of any size. More importantly, they will enhance the workplace atmosphere in every context. The

book will help you to understand people at a much deeper level. You will see your role differently and will realize that serving the people we work with daily is a privilege.

Those willing to tell themselves the truth about who they are and where they struggle create a space for others to do the same. You will find many relevant examples of this truth in the following pages.

Following the advice in this book will help you create in people a desire to perform at higher levels and have real joy in their work life. You will experience a much happier work environment as your group, division, or company develops a better, happier corporate culture. This translates into organizations that will achieve more, retain their employees, and ensure upward mobility for those who practice these principles.

This book focuses on work and the workplace, but its advice on building trust and respect applies to all aspects of our lives. The authors' tools in this area will help you have healthier, happier relationships in marriage, social life, and the workplace. We challenge you to look around you and imagine what your world would look like if everyone practiced the respect that leads to higher trust. Using these insights in your home, community, and work, you can make a real difference.

Ercell Charles and Merle Heckman have captured the true essence of being an authentic leader: one who develops a culture where people grow and love their work. Ercell

and Merle have achieved impressive success throughout their careers. Yet this book is about seeing and recognizing human beings for who they are and their growth potential, not as a laundry list of achievements.

Ercell's reputation for humility and authenticity earned him the title "Keeper of the Flame," upholding the spirit of Dale Carnegie's legacy. He is globally recognized as Dale Carnegie & Associates' vice president of customer transformation and a Dale Carnegie Master Trainer—welcomed in any culture.

Merle Heckman's parents instilled in him the importance of making true friends and helping others. From a very young age, Merle developed a desire to become an influencer of people. Looking at his entire life, you can see that he has been very successful in doing that. He influenced countless individuals and positively affected how they see and act in the world. His experiences range from working for nonprofit counseling and developing young people to roles in major companies in operations, customer service, recruitment, training, university teaching, and directing human resources and organizational development.

Today Merle has reached the elite level of Master Trainer for Dale Carnegie and was named Dale Carnegie Training's Global Leadership Trainer in 2022. This rich background has enabled Merle to develop a wisdom that he shares with you in this book's pages. If you are lucky

enough to meet him, you will quickly see that he is an authentic, caring, loving, compassionate, and unique individual. Merle has a legacy of encouraging others to discover and be their best selves—one person at a time!

The authors understand the heart and soul of how to lead and inspire people. They are eager to have you use this book as a study guide to practice and apply these proven strategies to your life.

Ercell and Merle share their rich experiences and insights. To them, these are not mere theories; they have lived these insights and seen how they can change lives. They have earned the right to speak about the issues and opportunities they have written about here. Thanks to their work, tens of thousands of people lead richer, fuller lives through a commitment to making a difference in others.

The authors speak from the heart in this book. They fervently want you to be able to implement its ideals so that you will be even happier and more successful in everything that you do.

Molly Breazeale's career spans organizations large and small, from Delta Airlines and Nationwide Insurance to private entrepreneurial coaching firms and independent consulting. Her deep interest in learning and talent development began at Dale Carnegie Training, where she led a customized corporate solutions effort and coauthored *Leadership Training for Managers* and *The Art of Dale Carn-*

egie Training. She recently authored *The Participation Playbook: Three Ways Smart Managers Make Work Better for All*.

Michael Crom has retired from a thirty-five-year career at Dale Carnegie & Associates, for which he most recently served as chief learning officer and executive vice president. He has coauthored three books published by Simon & Schuster. The latest is *Take Command*, coauthored with Joe Hart, which appeared in 2023.

Michael focused throughout his career on helping people and companies to achieve more significant results.

Introduction

Leaders should always put themselves in a position to learn. When you stop learning, you stop leading.

—E. BLAIR CHARLES

My title was “Ercell Charles, manager of professional staff.” I was excited about this new role until I realized, “Oh, no! I am *leadership naked!*”

Leadership naked means being exposed because you lack experience or insights on influencing and directing employees. Oh, I had the title and authority, but I lacked the awareness and skills to guide people adequately.

My role was to support over forty-eight informational technology (IT) consultants in four Southeastern states. As with most managerial roles, primary functions included hiring, sustaining, evaluating, training, and developing consultants, who provided programming-related services to our client base. Many if not most of our clients were large Fortune 500 companies that needed additional technical support or specific programming skills to meet their requirements for projects and business technology. I was excited about my new position because I was promoted right out of the field. I felt I had the insight and experience to succeed in that new role, although many

of the consultants I had worked with would now become part of my oversight.

But at one point, when I was reviewing my compensation plan with the regional director, I saw that 25 percent of my work was allocated to “employee retention.” My excitement dwindled. What did I know about retaining employees? My experience and education were in information technology, but they didn’t teach me how to manage and retain employees. How could I prevent some of the most skillful technologists and programmers from leaving our organization and going to a competing firm?

During these years, the competitive landscape of consulting was cutthroat at best. Fortune 500 companies frequently had several consulting organizations supporting their IT initiatives, creating an aggressive environment where competing firms attempted to recruit resources from one another. From time to time, you would witness a business development specialist or salesperson from a rival firm take your consultants to lunch to discuss opportunities to join their organization, which was a common practice.

These competitive practices continued during the hiring process. Highly marketable technical resources were recruited with signing bonuses, high starting salaries, and leased cars like BMWs. Consequently, hiring and retaining the best and most marketable consultants, who

were the company's most valuable investments, was an extremely high priority.

I felt woefully in over my head and inadequately prepared for the job. The question became apparent: "What was I going to do to keep and retain these employees—for their well-being and, of course, my bonus?" The solution to this question became the premise of this book.

A "Why's Guy"

Acquiring wisdom is one of the essential things in life. Wisdom explains why, or the root of a situation, helping one to understand all things related to it. When someone understands why and obtains wisdom, the what, how, when, where, and who become apparent. Everything in life is created for a reason and with a purpose in mind. I have often said, "If you don't know your why game, you can't bring your A-game."

Conversely, as the late Dr. Myles Munroe says in his book *In Pursuit of Purpose*, "when the purpose of something is unknown, abuse is inevitable." This principle has always been part of my decision-making process. It helps us think beyond the obvious when analyzing situations and circumstances.

The question to answer about retaining consultants was, why do people work? If, as their leader, I could get to

the root of that question by knowing their expectations, I could leverage this information to support them.

In an informal survey, we asked leaders, “Why do your employees work?” Almost unanimously, the answer given was, “They work for a paycheck: they need money!” (Tell me something I don’t know!) Certainly, someone will exchange their time and effort to receive compensation. This perspective is apparent, but is that all there is? Suppose money or compensation were the only requirement for people to work. If that is the case, then any job would be satisfactory.

A more in-depth question might be, “Besides money, what are the other reasons why people work for an organization?” As I pondered what these consultants needed, I continued to drill down further by asking, “Besides money, what are the imperative and critical reasons why people work and remain with their company?” Then I developed the filet mignon analogy to understand the meaningful criteria for work requirements.

The Filet Mignon Analogy

Comparing the average workday to a meal, let us say that a person gives their family a morning appetizer, like a quick greeting, before leaving for work. Once they are at work, they give their organization the filet mignon part of the day. Depending on how that day went, once they get home

they may give their family some dessert—if there is anything left to give.

What do I mean by the “filet mignon” part of the day? During this time, the employee provides the company with effort when they are most alert, aware, and engaged. They give this effort during the prime time of the day. Most of this person’s best faculties may not be used or shared with family and close friends, but with others in a company.

It is highly likely that throughout an employee’s career, they give organizations the prime cut of their lives. This was especially true in the years before the Covid-19 epidemic. We accepted it as the norm in our society.

Of course, this is not the case in all situations; nor should it be considered good or bad in itself. But this idea does mean that companies and leaders must look beyond work requirements for compensation trade-offs; they must evaluate the deeper reasons for contributors to invest their best selves in the organization. As a result, they need to rethink the magnitude of an employee’s total investment and commitment to their work.

After twenty-plus years as a Carnegie Master and global vice president for Dale Carnegie and Associates, this question—“Why do people work?”—remains at the forefront of my mind. Whether you desire to be in a leadership position in the future, have recently started as a leader, or have been in a leadership role for many years, you must address this critical question. Those

who evaluate and embrace these concepts will leverage their ability to amplify their contributors' efforts and outcomes.

I (Merle) have been fortunate to have had various working experiences in my career, providing many observations and work dynamics.

My work experience started on a grain farm in a small town in central Missouri. As we raised corn, soybeans, and wheat, driving John Deere tractors, I witnessed my father guide hired hands and myself with his leadership abilities. He managed men who had retired from factory work and wanted part-time jobs. My father steered them with tact and respect for who they were and what they could and wanted to contribute.

For four and a half years while I was going to college, I worked part-time at UPS in downtown Chicago, loading trucks and sorting packages. I could observe different managerial styles in the supervisors and middle managers, providing practical lessons on how and how not to guide workers.

From these beginnings, I moved into a variety of roles: working with young people and their parents in a nonprofit; managing multiple terminals in a logistics and transportation company; directing human resources (HR) in a government housing agency; working in HR and training for a global Fortune 125 manufacturing com-

pany. In addition, I have been an adjunct faculty member at several universities over the last twenty years; I have also been a master trainer and consultant for Dale Carnegie and Associates.

Furthermore, at this writing, my wife and I have been married for forty-five years and have seven children, along with twelve grandchildren. Each family member has provided me with ample learning about leading others.

I have seen and experienced a lot in observing and working with all kinds of people, from executives to front-line supervisors. The good, the bad, and the ugly of leadership methodology have been on display.

Throughout my work, I kept asking myself, "What makes a person want to work? What can a manager do to reach into an employee's heart and soul and encourage them to give their best efforts?" The contents of this book come from observations in all these life experiences to help us better understand why people work.

The Unwritten Contract

One leader that I (Merle) worked with knew business well, but understood people and the human dynamics of the workplace even better. Early on, he explained to me what was termed "the unwritten contract." He said if I would come to a workplace, give my best efforts, and work hard for the company's well-being, what I would give to

the company would come back to me in like manner. He also said I would receive money as well as benefiting from personal growth and development. In other words, if you give, you will receive back. As company or organizational leaders, we must live up to our part of that deal and provide our employees with what they need to get out of the workplace.

After further investigating this dynamic, we identified six critical areas that leaders need to address in order to support their employees' efforts, ultimately leading to job satisfaction and retention. We can regard them as hidden expectations.

Hidden Expectation 1: Relationship

Most employees desire an environment where they can connect with their leaders and coworkers to accomplish their assigned tasks. Good relationships foster close-knit teams and create an innovative, inclusive environment.

Hidden Expectation 2: Respect

According to a survey by the Society for Human Resources Management (SHRM), respectful treatment of all employees at all levels was ranked as "very important" by 72 percent of those surveyed, making this the top contributor to overall employee job satisfaction.

As many businesses build inclusive cultures, making employees feel respected becomes paramount for leaders.

Hidden Expectation 3: Responsibility

Every role in every company has importance. Therefore, contributors want to believe their contributions are meaningful. Engaged employees desire tasks that will enable both their organization and themselves to succeed. They want responsibilities that will enable them to grow and flourish.

Hidden Expectation 4: Reward

The primary and most significant expectation most people want from their jobs or careers is what we will call *reward*. We use the term *reward* because it includes all types of compensation, both extrinsic and intrinsic. Overall, people want to be rewarded appropriately according to the effort required to succeed within the organization.

Hidden Expectation 5: Recognition

Recognition is the mutual value we give our employees for the value they provide our company. Everyone craves recognition, which ultimately leads to a feeling of impor-

tance. Leaders will find that recognition is a positive form of accountability.

Hidden Expectation 6: Reverence

The reverence expectation is about employees fulfilling their purpose, or what we can term “fulfilling their calling.” Workers utilize their innate gifts and abilities to help them maximize their performance in order to realize their own lifelong aspirations. When purpose drives their behavior, their contributions have more significance and meaning.

Addressing the Obvious: Pay

Let’s be clear: **pay is vital to any employee!** Ultimately, employees need a paycheck to keep the lights on, provide for their needs, care for their families, and have some enjoyment in life. To survive and maintain in our society, we need a check. Pay may also represent a status symbol to some or an acknowledgment of accomplishment to another.

During all my years delivering performance reviews and salary administration for organizations, I have never heard any employee say, “Hey, we can skip this year’s performance review, and don’t worry about giving me my salary increase and bonus. Please give my increase and bonus to someone you feel is more deserving.”

No, that never happened: quite the opposite. Employees are extremely interested and will immediately contact you if they do not hear about their performance review and salary administration meetings. Whether during the company's performance review period or the employee's work anniversary, employees are more empowered than ever to expect raises, increases, and bonuses as well as provide evidence of their efforts that support their expectations.

Two components in the yearly employee evaluation process create tension between the manager and the employee: (1) the performance review meeting and (2) the salary administration process. For the performance review meeting, it's easy. Unless the performance review is an "I didn't know" review by either the manager or the employee, this process will move forward accordingly.

In my experience, the salary administration meeting is more difficult because no matter what is presented and stated during the performance review or whether the key performance indicators were met, most employees feel they deserve more pay than they received. The bottom line—whatever you call it: pay, salary, or compensation—is a required, obvious, and critical expectation of an employee before, during, and in some cases, even after they leave an organization.

In a 2023 Gallup Workplace Survey of 13,085 employees, 64 percent of respondents said it was "essential" to receive a "significant increase in pay and benefits" in their

next job. Gallup's previous studies and surveys show that pay and compensation have always been primary factors for workers looking for new jobs. But eight years ago, only 41 percent of respondents said that "significant pay and benefits" were very important.

During the pandemic, 40 to 50 percent of employees were going to leave their organizations, a phenomenon called the "Great Resignation" (also the "Great Reshuffling"). In 2022, reports showed that more than 40 million employees in the retail sector quit their jobs, leaving countless opportunities and challenges within companies.

Since the end of the pandemic, employees have wanted more compensation upfront if they are to invest themselves in an organization. With access to data, social media, and other sources of information, employees are aware of the compensation models, practices, and policies organizations use to attract, hire, and retain critical human resource capital. Companies and leaders need to be aware of how this information fuels the expectations and behaviors of all employees, for whom pay is an obvious and required expectation.

Ultimately, both pay and reward are extremely important to the employee's well-being and sense of belonging. Nevertheless, there is a difference between the two. The main difference is that pay is a fixed amount paid to an employee. The reward is a kind of incentive that depends on performance. Pay can be based on a fixed amount paid

in a specific period, whereas reward can be determined by actual performance or actions in a particular period. Finally, pay is tangible and required for all employees, but rewards can be variable.

Two things are necessary for anyone starting a new role for a company: (1) the agreed-upon responsibilities the employee will execute in their new role, and (2) the agreed-upon pay and benefits the employee will receive as compensation for completing the work. Pay is the observable expectation for employees and leaders. The other important employee expectations are not as visible. Leaders are responsible for identifying and responding to these hidden expectations, which are discussed in the upcoming chapters of this book.

So Why This Book?

A famous quote says, “Everything rises and falls with leadership.” Try finding any definition of leadership that is void of the words *people*, *group of people*, *team*, or *employees* in the description. The global management firm McKinsey & Company says, “Leadership is a set of behaviors used to help people align their collective direction, to execute strategic plans, and to continually renew an organization.”

Like most such definitions, this one starts with a subject called the *leader*, who stimulates or influences others

to work together to accomplish a set of goals and objectives that will enable the company to succeed.

Thousands of books have been written to equip leaders to develop the skills and behaviors necessary to encourage their teams to achieve goals. However, the primary focus of this book is to assist leaders in looking deeper into the people we serve—their expectations and motivations. As the organization achieves its strategic plans and objectives, leaders are also meeting the critical needs and ambitions of their most essential assets—the *humans*!

As you launch into this book, remember the quote that started this chapter: “Leaders always put themselves in a position to learn. When you stop learning, you stop leading.”

To make sure that this book incorporates our viewpoints and backgrounds—which are different, no matter how much we have in common—we have written alternating chapters, as indicated.

Why do people work? This appears to be a very simple and obvious question. And when we ask people this question, we usually get a simple and seemingly obvious answer—“DUH! They want to get a paycheck.” The wise and insightful leader will go beyond this obvious response and come to grips with the fact that there are more complex and hidden human needs within the human spirit.

There are most likely thousands of leadership books written to equip leaders to develop the skills and behaviors necessary to encourage their teams to achieve goals and purposes. However, the primary focus of this book is to assist leaders in looking deeper into the expectations and motivations of the people they serve. So as the organization is achieving its strategic plans and objectives, it is also meeting the critical needs and ambitions of its most important essential resources, better known as its human resources.

In businesses and organizations today, everything begins and ends with leadership. The leaders, who go beyond the obvious to uncover these critical hidden expectations of their employees, are able to create a culture of engagement and retention where employees not only give you their hands but, most importantly, their hearts. The return on investment for this effort is that the leader will earn their employees’ best effort. Therefore, when you know your employees “why” game, they will bring their “A-game.”

ISBN 978-1-7225-0670-4



9 781722 506704

G&D
MEDIA

Published by
Gildan Media LLC
aka G&D Media
www.GandDmedia.com