

## Creating Employee Value

Most organizations hold meeting after meeting talking about how to create more customer value. However, I encourage leaders to consider having meetings about increasing employee value. They should sit down with employees and let them know that they want them there twenty years from now, so what would it take to make that happen? The important thing is that if you are going to have a discussion like that, you want to put money aside. You want to let them know that the discussion is about creating more value but money is not going to be included in this discussion. The reason money is excluded is this: what happens when you give employees more money? Eventually they will want what? More money! So that's not going to change and we know that. This does not mean you may never have a conversation about wages, but that conversation would come later.

The key is to have open dialogue and find out what things would allow employees to enjoy their jobs more. What are the things that are going to motivate them to work harder and enjoy their work environment more? And actually, I have found over time that most of the things they request are very simplistic. They want more training, they want to be listened to, they want more praise and recognition, or they might want upgraded uniforms or equipment. Many want to be more professional and to feel that the organization is investing in their future. I found out that the feedback is actually really positive for the organizations because the employees simply want to be more active in the decisions about their work environment and they want the organization to be more successful as well.

I am also a huge believer in doing annual employee satisfaction surveys because if we want employees to be happier and more satisfied with their jobs, we need to keep measuring that. You cannot manage what you cannot measure, so employee surveys provide a great tool to organizations. You need to watch employee satisfaction levels because if the level drops at any given time, you can be certain that eventually it is going to impact the customers' experience as well.