



BetterSMB PEOPLE

SPRING 2019 Volume 3 • Number 1

BridgeTower Media series of guides for small and midsize businesses

CULTURE CHANGE

Corporate behavior begins to transform in the wake of the #MeToo movement.

STORY ON PAGE 4



**Employers not rushing
to raise wages**

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BOOK REVIEW:

This book
will train you
for 'Radical
Outcomes'
in company
training

See Page 19



**BS jobs: Should you
evaluate yours?**

See Page 16

A supplement to:

Arizona Capitol Times | Central Penn Business Journal | Charleston Regional Business Journal
Columbia Regional Business Report | Daily Journal of Commerce | Finance & Commerce
GSA Business Report | Idaho Business Review | Lehigh Valley Business | Long Island Business News
Massachusetts Lawyers Weekly | Michigan Lawyers Weekly | Minnesota Lawyer | Missouri Lawyers Weekly
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Power to the people

The people in a business will always be its most valuable resource, but in today's changing world, at a time when unemployment is at historical lows, the power of people is more important than ever. Inside your business, they're the ones who usher in change, who represent your brand and services and who are responsible for achieving your goals. Outside of your business, they're the customers who decide whether to buy or renew your product, whether to like or dislike you on social media, and whether to recommend or discourage others from using your services.

That's the message from one of the books reviewed on page 19 of this issue, called "The Economics of Emotion." But people and their emotions are central to more than just the books reviewed in this issue; they're also important in other business books we reviewed in the past year. In an earlier issue, a book called "Capturing Loyalty" explained how to grow customers into your brand ambassadors, by continually exceeding their expectations. If you've read both books, you'll probably notice

that the author of "The Economics of Emotion" would call that situation increasing a customer's joy while also surprising them.

For our part, we hope you'll be pleasantly surprised by this issue of BetterSMB, which features articles on important issues for your workforce and customers.

Business' response to the #MeToo movement will continue to be an important topic this year, and it is the focus of our cover story on page 4.

Nearly a third of 1,034 executives said they have changed their behaviors to avoid the perception of sexual harassment, according to recent research cited in the article. A number of managers also said they have changed their behaviors.

Even if your business, like most, has a policy against sexual harassment, it may be worth examining whether you can do more to prevent it in your workplace.

You'll find advice about that, as well as a look at timekeeping software, and the importance of saying "thank you" in this issue.

Thank you for reading.



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‘An ongoing **conversation** around ensuring **respect** in the **workplace**’

In response to the #MeToo movement, executives and managers report changes in behavior

By Chris Baryllick
Special to BetterSMB

In the fall of 2017, the #MeToo tidal wave had begun. Within months, amid thousands of shared, detailed stories of sexual misconduct and allegations of abuse of power in the workplace, some of the most powerful names in business, entertainment, and politics had fallen. People once thought impervious in their careers had gone by the wayside via a movement that was almost too large, and fast-moving, for some to fully comprehend. Executives, managers and other employees have made changes at work in response.

Nearly a third of 1,034 executives said they have changed their behaviors to a “moderate, great or very great extent” to avoid behavior that could be perceived as sexual harassment, according to recent research from the Society for Human Resource Management. About a quarter of 1,022 managers said they have changed their behaviors, according to the same research about the impact of the #MeToo movement.

“I think that it’s raised awareness of issues,” said Phyllis Hartman, Owner of PGHR Consulting, a Philadelphia-based consulting firm that provides training, human resources development and guidance with employee relations. “The good thing is the increased awareness, that some people feel more comfortable speaking out about their own experiences.”

According to the research, 94 percent of human resources professionals said

their company has a policy against sexual harassment. The research also showed that 72 percent of U.S. employees are happy with their employer's efforts to fight sexual harassment. Despite that finding, more than a third of Americans believed their workplaces fostered sexual harassment.

The society, in messaging about the findings, noted that existing rules and training hadn't been enough to prevent sexual harassment, and concluded that it would persist until employers change their culture.

Laura Dunn, attorney and managing counsel of SurvJustice, a survivor-focused legal organization, echoed that generally, organizations' existing sexual harassment training had been inadequate.

"I think the workplace always had some awareness of Title 7, which is the federal statute preventing sex discrimination, but it was more of a 'check the box' type compliance, Dunn said. "The #MeToo movement, I think, made it real."

Dunn said the most concrete lessons of the #MeToo movement may also be the lessons that people needed to learn in the first place, such as not mistaking the workplace as the best place to find dates.



Dunn

Other lessons include core messaging, not just in the workplace, but during their most formative years.

"I think it's a reflection on society maybe failing earlier, maybe K through 12 and college settings, to make sure harassment is frowned upon and deterred," said Dunn. "Because those are opportunities to learn. Once you're in a workplace, there are real consequences. And I think, as a society, we've too often allowed harassment to slide by, as 'boys will be boys.'"

Perhaps one of the most notable elements of the #MeToo movement is the scale at which organizations were caught off guard by it. After decades of training days, classes, seminars, and workshops extolling the horrors of sexual harassment in the workplace, the issue was apparently as present as it had ever been. This led to some organizations revisiting their harassment prevention initiatives, as sexual harassment appeared to be happening at the highest – and most headline-grabbing – levels.

"I think the vast majority of my clients, who I think are certainly well intentioned, and work hard to create an environment, in a lot of cases, they weren't aware that they were having a bias in terms of the management," said Hartman, discussing how top-tier executives had been a blind spot for many organizations.

In cases where employees have feared

backlash as a result of the #MeToo movement, Hartman has urged them to calm down and take things one step at a time.

"Two young managers in companies came to me and said 'I'm afraid to talk to women now' and 'I'm afraid I'll say the wrong thing and be misinterpreted and misunderstood' and both of these guys I've known for years and they are good people," recalled Hartman. "I said to them, 'well, it's discriminatory if you don't talk to women, because you need them, too.' So, you've got to find a way to deal with this so you can communicate respect."



Hartman

Some older employees may be reluctant to change their behavior, Hartman said. Her advice to them is to look inward to see how their comments or behavior might be construed.

"They're not doing anything egregious, they're not doing anything that's so bad that they should immediately be fired. ... They're not doing anything really bad emotionally to women, but they're just not treating women in the same way they treat men with terms of respect," said Hartman.

"They say 'I've been successful and I'm not a bad person, I haven't treated people badly all these years, but I've been doing these things, I've been telling these jokes or complimenting people in this way, why do I have to change now?' And the point is that it was never OK, but nobody ever told them it was not OK. And women didn't feel free to tell them it was not OK."

Dunn also noted that part of the learning and training process towards sexual

harassment is learning how to handle rejection when it may come.

"Being able to gracefully accept someone not being interested is definitely part and parcel," she said. "And just accepting 'I don't know' and 'I'm not sure' and 'I'll get back to you' at face value."

For those who've been sexually harassed in the workplace, Dunn said a person needs to start keeping records of the incidents, as they will become an invaluable tool later.

"That's the number one thing people fail to do, and it's time, location, potential witnesses, and what's occurred," said Dunn. "We see a lot of victims if they are, say, harassed by text message or email, they'll often delete the messages because they don't want to see them, don't want to think about them. But, unfortunately, if you do take legal action, those materials are necessary."

Dunn advised that people create a log, talk to an attorney sooner rather than later, and go to HR as a first step.

Hartman said the organizations in which the staff gets along are the ones that thrive, succeed, and turn a profit which everyone shares in. The first step toward that kind of work environment is open communication.

"I think it's sad that things have happened in the past," said Hartman. "I think we need to work hard to try to change going forward and to communicate with each other. To be willing to say 'you know, I don't like this.' To me, it's common sense."

Companies that want to prevent sexual harassment should make discussion more of a priority than it has been in the past, Dunn said.

"I would encourage them to make it part of their culture, and not just have this one-off day or two where there's a training. It should be an ongoing conversation around ensuring respect in the workplace."





Employers not rushing to raise wages

Average salary budget increases hold at 2.8 percent, projected to be 2.9 percent for 2019

By Chris Barylick
Special to BetterSMB

The unknown new territory presented to corporations and their budgets by the Tax Cuts and Jobs Act of 2017 has left the majority of American companies holding salary and promotion budgets steady, according to a survey of what employers expect to pay their workers.

Mercer's 2018/2019 US Compensation Planning Survey (<https://www.mercer.us/our-thinking/2018-united-states-compensation-planning-survey-executive-summary.html>) which was updated in December, surveyed more than 1,500 organizations. Within the study, the group found overarching areas of concern, such as the overall retention of employee talent, the variable economic climate, and a tightening labor market.

And, in spite of a windfall of cash that came from the tax cut, it seemed as if employers weren't exactly sure what the long term forecast held for their businesses and their budgets.

"I'm not surprised by the results," said Mary Ann Sardone, a partner and North America workforce rewards practice leader at Mercer. "We expected the companies would be moving the needle on that, because of competitive pressure and the robust labor market. But we really didn't see that shift that much."

Sardone said there is inherent inertia in instituting salary raises, especially from a merit-based perspective.

"Having to make a decision to move around millions and millions of dollars to your fixed cost comes with a lot of hesitation," said Sardone. "There's a lot of benchmarking of what everyone

"Having to make a decision to move around millions and millions of dollars to your fixed cost comes with a lot of hesitation."

Mary Ann Sardone, Mercer



else is doing and that's traditionally the main source of information. So, when everyone's looking at everyone else and no one's moving first, we traditionally don't see a lot of big changes."

Sardone also said corporate reward systems are changing from company to company. As such, career advancement becomes that much more important, companies are making an effort to train from within, especially given that outside hires tend to be roughly 20 percent more expensive than an internal hire.

When the new tax law went into effect, few, if any, organizations knew what to expect outside of an initial windfall. There was also the question of what would find its way into weekly employee pay. Per Sardone and the Mercer study, the overall effect on employees' weekly pay seems to have been nominal, especially after the introductory period.

"I think the initial reaction that employers had delivering a one-time increase or a spot bonus of \$1,000 was very popular and provided a lot of good PR; we really didn't see a lot of those investments translating into increasing base salaries of employees" said Saldano. "By the end of 2018, everyone just sort of went back to business as if it didn't happen."

Where salary raises and promotions are concerned, there's neither a magic number as to what to provide to employees, nor a specific technique that can be applied. Each organization is different. In the end, it might not be about base salaries any more, especially if an organization is trying to draw the very best performance out of its employees.

"Everyone is trying to reexamine this process, because it just doesn't feel like it's effective from the employee's standpoint, or the organization's standpoint. There's a lot of discussion and chatter about rethinking the model, said Saldano. "There's a lot of experimentation going on right now."

In the end, 2019 might be akin to either a testing ground or an overall land of confusion for many organizations as they work to figure out the new tax code, where they stand in it, how they reward and promote their employees, and how they retain their best talent while drawing new talent in.

"I would say 2019's going to represent some level of disruption in the way in which we reward employees for their performance," concluded Saldano, who stated that no matter what happens this year, it can still be studied and learned from.

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For employees struggling with credit card debt, and medical bills, relief is available. This agency will contact your creditors; reduce payments, interest, and even principal amounts owed.



Collector Complaint Hotline (888) 535-1556

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*Research data available on request.

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The culture revolution: Bracing for the third wave



By Kevin Kennemer, M.A.

American businesses are experiencing a cultural tsunami that is radically changing the business and employee experience landscapes. It will lead to the cleansing of organizations that fail to prepare for the tsunami. Two waves have already hit the workplace with bigger ones yet to arrive.

The first wave

It could be said that the triggering event occurred in April 1984, when *The 100 Best Companies to Work for in America* was published by Robert Levering and Milton Moskowitz. The findings in this book led to additional books and articles, along with Levering's founding of the Great Place to Work Institute.

The research revealed a direct correlation between high levels of trust in an organization and their financial performance. The stock performance of great workplace companies outperformed the S&P 500 by 300%. This demolished the myth that soft skills had no place in business.

During the research for their first book, Levering and Moskowitz found that most company cultures were not great. In fact, they were bad. Their findings were too important not to share with corporate America. Not only were great workplaces good for the employee experience and the bottom-line, it was good for customers, suppliers and the community.

This was the first wave.

The second wave

The Great Place to Work Institute's footprint began to grow with their annual Fortune 100 Best Places to Work for in America. Each year, the list was, and still is, Fortune's most popular issue.

The Institute managed the process of determining the 100 winners based on the GPTW Trust Model. There was an increasing demand among organizations who wanted to transform their culture and make Fortune's "great" list.

Demand for making the list is based on the fact people want to work for companies with great workplaces. With the evolution of worker expectations, organizations began transforming their culture to attract the best talent.

Due to the high demand and the limit of 100 winners, the Institute began offering many other lists besides the Fortune program. The innovative GPTW Certified program was also introduced.

A flood of company culture consulting firms began cropping up, as well as new best workplace lists, including Inc., Forbes, Gallup, Best Companies Group, Glassdoor, Indeed, Fast Company, People Magazine, Top Workplaces, CultureAmp, Energage, Best Christian Workplace Institute, Working Mother Magazine, Outside Magazine, among others.

There are also best workplace lists for Millennials, Baby Boomers, women, health care, diversity, financial services, African Americans, candidate experience, parents, world's best, giving back, retail industry, and many, many more.

This was the second wave.

The third wave is coming

The third wave is about to hit, and companies are starting to scramble for high ground.

Our economy is finally recovering from the Great Recession. The job market is hot. Unemployment is low. Millennials have higher expectations for their culture. They expect high levels of trust. They demand to be treated with dignity and respect.

Why do Millennials have higher workplace demands? One reason: they observed their Baby Boomer parents sacrifice their personal lives for their employers; employers that had little regard for their families. They felt the impact of their parents being laid off and its tragic impact on the family.

In our current business climate, failing to create a positive employee experience will lead to disaster. It will be difficult to attract and retain the best talent. Since the job market is hot, creating a great place to work is no longer an option – it's a necessity.

If your company is not transforming the culture, it might be too late. Because of the improved job market, employees are looking for better places to work. There is a battle brewing for the best talent and only great workplace companies will win.

How to survive the third wave

To create and sustain a successful company, your people strategy must be innovative and employee-centric. There is not one recipe to create a great place to work. One thing is certain; the CEO must drive the process. The people department should be involved but they are not the driver. Executives and leaders are also essential to the reformation of a culture. Executives who do not agree with the importance of culture should be respectfully managed out of the organization.

Perks are not the answer

There is a lot of news coverage on the latest company perks. Perks are the Millennials workplace crack. The workplace revolution, however, is more than perks. Perks are simply the icing on the cake.

You might find it interesting, however, to see a list of perks currently being offered across America. Just for kicks, here is a list of perks being offered by employers across the country: cafes, restaurants, coffee shops, full-service kitchens, fitness centers, basketball and tennis courts, yoga, daycare, spa treatments, massages, meditation sessions, safe rooms, quiet rooms, ping-pong, bowling, foosball, air hockey, shuffle boards, shuttle services, dry cleaning, laundry rooms, bicycle repair, unlimited vacation, car washes, theaters, on-site doctors, snacks, sabbaticals, beer, wine, video games, haircuts, mini golf. Although the perks are nice, they do not guarantee a successful, attractive and enduring culture.

The trust factor

Based upon the exhaustive search by GPTW, trust is the secret sauce of a great company. Employees want to be treated with respect. They need to work for an organization that shares their values and operates with the highest of ethical standards. Treating employees with dignity is non-negotiable. They are looking for a place that openly communicates with their people.

If your company is not meeting these essential needs, your business will be short-lived. If you provide the best in compensation, benefits and perks, yet treat your employees poorly, your company will eventually go out of business.

The people department is the most important function

These tsunami warnings are catapulting the people function into the board room. Simply being present in the boardroom is not enough. Next to the CEO, the CPO function is now the most important executive role in the company. Since people are at the center of all functions, the CPO role is more important than the COO, CFO, CMO, CIO or CAO. This is not an arrogant position. It's simple. People



@ alphaspirit

should be the focus of your company.

Jack Welch, former CEO of General Electric, recently stated, "Human resources, without question, is the number one or number two most important function in a company. I happen to believe HR is number one." This is a significant statement coming from Welch. Based on his dubious history as a people manager, Welch must have had an epiphany later in life. While at GE, he did not have a great reputation of caring for employees. Time has a way of crystallizing your philosophy on life.

The CPO should report to the CEO

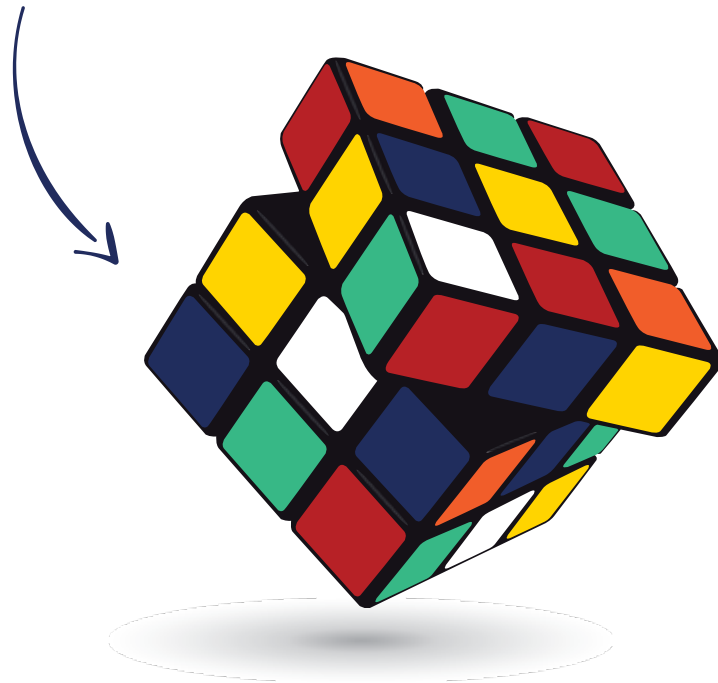
And finally, if your CPO/CHRO does not report directly to the CEO, your organization will likely be one of the casualties of the tsunami. Do not make your people function report to the CFO, COO, CLO, CMO, or any other executive alphabet combination. It should report to the top, otherwise, the people function is a waste of time.

Who will make it?

It will be interesting to see how the third wave will change the workplace landscape and which companies will go out of business. I can hear the rumble of the third wave in the distance.

Kevin Kennemer, M.A., is founder of The People Group, a human resource consultant and a great workplace advocate. His career focuses on helping executive leadership create great companies by applying positive people practice strategies, market-based compensation design and engaging leadership presentations. <https://thepeoplegroup.com/>

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FIVE CLOUD-BASED EMPLOYEE TIMEKEEPING TOOLS

Many
timesheet
solutions
for your
business
to choose
from

By Chris Barylick
Special to BetterSMB

No matter what your business is, if the law says you have to pay employees an hourly wage, you're going to need to keep accurate track of the time they spend at work.

It's just that simple. And not simply due to the fact that this is a highly protected area of labor law and you don't need to wind up asking your cousins, who also happen to be attorneys, if they're up for some pro bono work. This comes down to the fact that these are your employees, they work hard, and they deserve to be compensated for the time they work for you.

Gone are the days of the old, reliable punch clock. In its place have come a slew of new applications to accurately track employee time, breaks, and pay your staff fairly with minimal overages and underages. Here are five solutions that do the task well and are worth looking into:

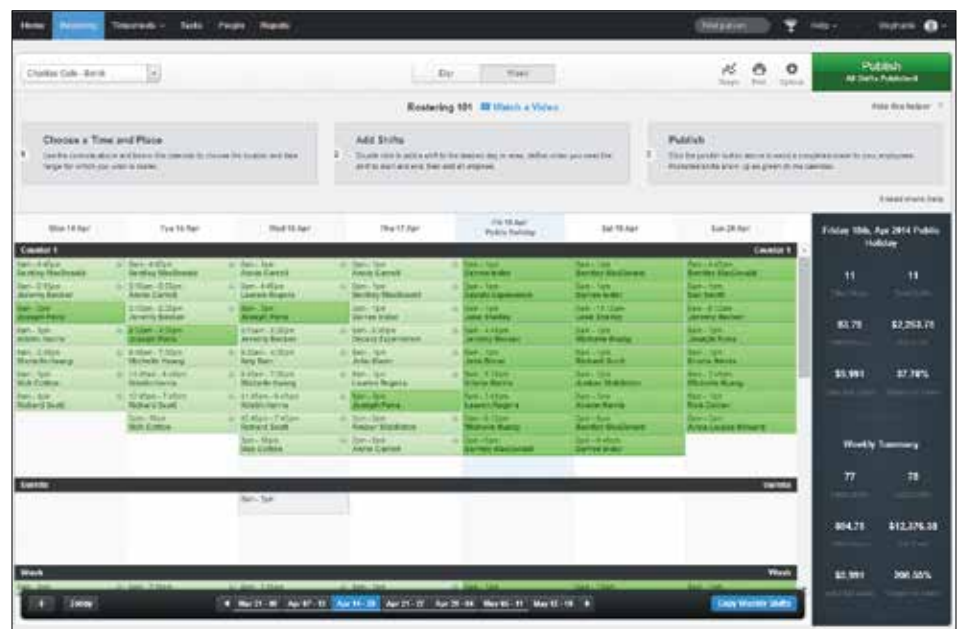
TSheets

- tsheets.com
- **Tier 1**, self-employed: Free.
- **Tier 2**, 2-99 users: \$5 per month per user plus \$20 per month base fee.
- **Tier 3**, 100+ users: \$5 per month per user plus \$100 per month base fee.

Sort of the big kahuna in the time tracking industry, and for good reason. From the start, TSheets was able to hit the ground running, developing one of the first native time tracking and employee scheduling apps for the iPhone in 2008. The application can currently be run on iOS and Android devices and can be used by any web browser, making it perfect for users on the go.

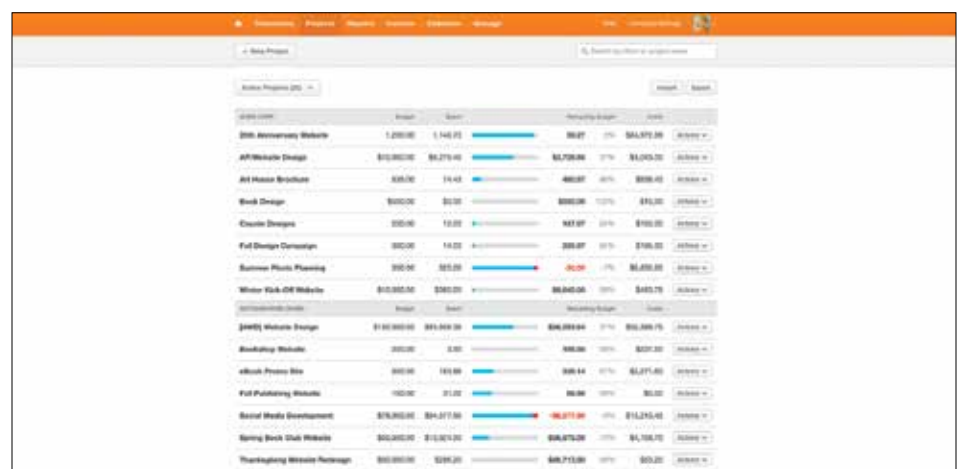
As a company, TSheets knew it had to be compatible within its industry and the other formats out there, so it integrates with payroll and accounting formats such as QuickBooks and Square. Perhaps the coolest thing about TSheets is that it's able to incorporate GPS, employee alerts, and reminders, and breaks in easily, allowing for a tighter timeline and more accurate count of how much time has been worked, where your employees are, and how much is due. Other neat bells and whistles include PTO, vacation, employees

DEPUTY



It's easy to create an employee schedule in Deputy.

HARVEST



Harvest lets you easily access a project view as well as see the budget status for each project.

being able to request that their shifts be covered on the fly, and holiday options as well as a handy "Who's Working" window, allowing employers to get a quick overview of who's clocked in at a glance.

TSheets is available as a 14-day free trial and is definitely worth checking out.

Timesheets.com

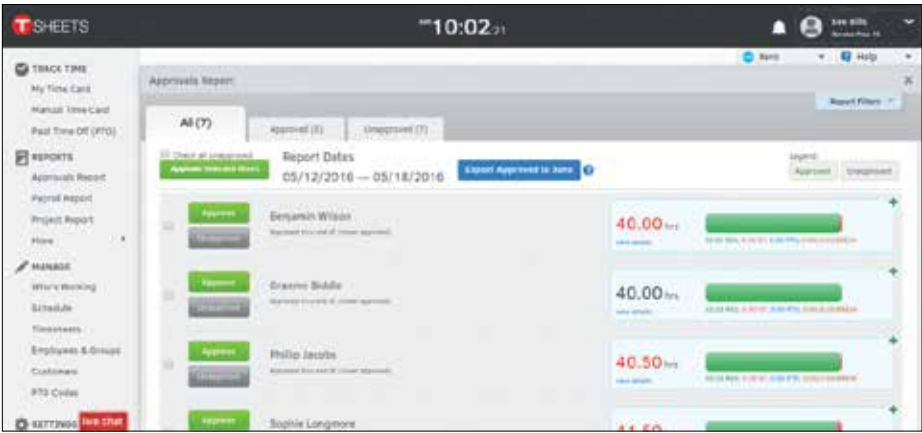
- timesheets.com
- \$99/year base plan
- **Non-profit**: \$3.60 per user per month.
- **Full Plan**: \$4.50 per user per month.
- **Full Plan with Photos**: \$5.50 per user per month).

Upon first seeing Timesheets.com as a product name, there may be some instinct not to take it as seriously as it should be taken. The name itself seems like a throwback to the late 90's/early 2000's.

This is not a mistake that's to be made here. Timesheets.com is up, it's running, it functions exclusively through its web site. And while it takes on some prodigious tasks, but it handles them well. Case in point, go to the web site and you'll see hourly time clock features, project billing features, mileage features, receipt storage, as well as vacation and HR functionality and the minutiae within each category (up to and including state-specified regulations). This combines with a good price point, a 14-day trial, as well as a 20 percent discount for non-profit organizations.

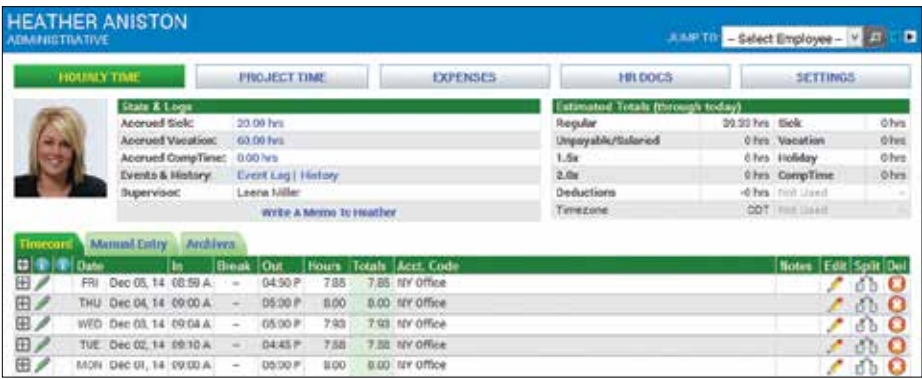
Perhaps the nicest feature upon visiting the web site is the fact that a specialist is ready and waiting to engage you via a chat window, which can also be closed if you don't have any issues that need their attention. While this is something like

■ TSHEETS



Tsheets' Approvals Report screen shows you which employees have worked a given number of hours and who's due for over-time in a given period.

■ TIMESHEETS.COM



Timesheets.com allows you to pull up employee profiles, complete with headshots, position, and hours and PTO accrued.

a happy puppy waiting to jump up and greet you, you get the feeling that they want your business and will do what it takes to retain it.

Deputy

- deputy.com
- Web-based, iOS, and Android
- **Scheduling Tier:** \$2 per user per month.
- **Time & Attendance Tier:** \$2 per user per month.
- **Premium Tier:** \$3 per user per month
- **Enterprise Tier:** Call to discuss pricing.

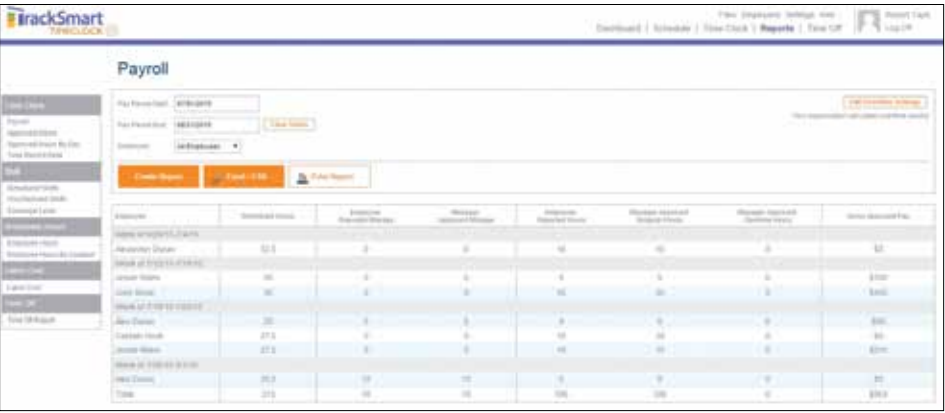
You can chuck the ball from the cheap seats and still win the game. That seems to be what Deputy is going for, the company eschewing an annual fee for straight per-user subscription fees and prices beginning as low as \$2 per user per month in the process.

In addition to a robust feature set with its Web-based, iOS and Android clients such as hour tracking, PTO, employee scheduling, employee clock-in and clock-out, and an on-site time clock, Deputy caught our attention with its Flexible Weekly Plan, which acknowledges that there are businesses that might work minimal hours for a period of time, then work an excessive number of hours during a concert, festival, or special event. In short, this has a vendor or food truck owner in mind and has offered a pricing plan just for this new, growing segment of the market. Not a bad approach and when combined with lower price points and a secure server in which files are stored on, this presents a winning combination for its clientele.

TrackSmart TimeClock

- tracksmart.com
- Web, iOS and Android
- **Basic Tier:** \$22 per month billed annually or \$24 per month for up to 15 employees.
- **Plus Tier:** \$44 per month billed annually or \$49 per month for up to 35 employees.
- **Premium Tier:** \$64 per month billed annually or \$69 monthly for up to 60

■ TRACKSMART TIMECLOCK



TrackSmart TimeClock can pull up the payroll, hours, and other details for a designated shift.

- employees.
- **Enterprise Tier:** \$89 per month billed annually or \$99 monthly for up to 100 employees)

There's a difference between products that try to do literally everything at once and products that are designed around a series of tasks and do this well.

TrackSmart's TimeClock represents the latter, functioning as a Web-based platform alongside corresponding iOS and Android apps that allow employees to clock in and clock out, while allowing

employers a full range of tools such as report generation, approve time off requests, send in-app messages to staff, automatically schedule shifts, background checking of local state and labor laws and more. This, combined with a good support number to call in case of emergencies and a 14-day free trial, make for an attractive package

Harvest

- getharvest.com
- Web, iOS, and Android
- **Free Tier:** Free for 1 person and 2 projects
- **Solo:** \$12 per month for 1 person and unlimited projects
- **Team:** \$12 per person per month for 2 or more people and unlimited projects

Harvest functions as a web-based platform with iOS and Android clients and allows users to track their time, create and submit invoices, and keep an eye on expenses, the Harvest app dividing tasks into both standard hours as well as overall projects, which is both useful and interesting.

Still, it's the little things that make a difference. Cool bells and whistles like being able to send automated payment reminders to clients as well as being able to take pictures of receipts and automatically send the data to invoices come in handy.

Harvest is available as a 30-day free trial with the company offering up nice discounts such as 10 percent off if a user pays for a year in advance, teams of more than 50 people receiving a 15 percent discount if they pay for a year in advance, non-profits and educational institutions receiving a 15 percent discount when paying monthly and a 25 percent discount for paying for a year in advance, and Harvest installations in a classroom setting being completely free.

While no timekeeping and management software will ever solve every problem, the right ones will make things run that much more smoothly. Give these a shot, see how it goes, and don't stop until you find the best one for you.

10 ways to give your workplace a millennial-friendly makeover in 2019

Learn what makes this generation happy about the office

By Laura Gayle

By the year 2025, millennials will make up approximately 75 percent of the workforce, which amounts to three out of every four workers. If you're a business owner or human resources professional, you know exactly how important these numbers are. To attract and retain workers from this growing generation, you have to create a company culture that caters to these tech-savvy individuals by learning what makes them tick. Consider the following tips to help you transform your existing workplace into an environment that meets the millennial generation's expectations.

1 Move your offices downtown
If you've ever considered moving your business downtown close to restaurants and other amenities, now is the time to do it. Millennials tend to enjoy working close to where they live for a short commute, so consider that historic warehouse in the center of town or update an old factory near a new set of luxury apartments. By making it easy to walk back and forth to work within minutes, you'll attract a younger workforce.

2 Get rid of the cubicles
One of the most valued commodities for your workplace is natural light; do whatever you can to bring it in and open up the space. Consider modernizing your office to invite collaboration by breaking down cubicle walls. Choose oversized shared desks, group teams together in areas, or opt for oversized tables that allow for easy teamwork. Offer some strategically placed bar-height tables and stools, couches, and even standing desks for a variety of work surfaces. For privacy, provide a few quiet offices that can be used for one-on-one meetings, phone calls, or simply when someone needs privacy to work alone.

3 Consider Your décor
Some of the top interior design trends and work environments for millennials include industrial looks, reclaimed wood, LED lights and sliding doors. Also, be sure to add plenty of natural elements like plants and stone. It's possible to combine reclaimed materials with contemporary design elements to produce a unique space.

4 Create breakout areas
Breakout areas refer to any open space that is separate from the usual work area where employees can relax, eat lunch, take a break and even hold informal meetings. Transform several offices into breakout areas by adding comfortable sectional sofas, bean bag chairs, and even picnic tables. Bring in different colors and textures. Light blue, pale yellow and even shades of green are good choices to help minimize stress. Be sure to add plenty of lighting if the area doesn't have windows in order to brighten up space. Breakout areas should also be close to the kitchen, so users can grab coffee and snacks while away from their normal work area.

5 Update your break room
A way to a millennial's heart is through their stomach with a break room upgrade. Try to steer away from the traditional breakroom with plastic chairs and vending machines packed with candy bars and chips. Larger companies can consider an on-site café complete with their own company chef. If the budget won't allow it, at the very least you should consider a



well-stocked coffee bar and a selection of healthy food options like fruit, smoothies, granola bars, and oatmeal.

6 Adopt high technology
Millennials grew up with tablets and cell phones in hand, so it's important to adopt the latest technologies within the workplace so these workers will feel right at home. And millennial workers' tech-savvy mindset can help connect your company with millennial consumers. By initiating a cloud-based marketing program, you also create a customer journey approach to ensure that customers come back. Some examples of tech to include are:

- Laptops
- Wireless keyboards, mice, and headphones
- Netbooks
- Game consoles
- Tablets and smartphones
- Dual monitor setups

7 Initiate flexible work hours
Create opportunities for flexible work hours in a more relaxed workspace. Millennials tend to value health and family above work, believing a flexible schedule makes them more productive and creative. Many are also accustomed to being constantly connected and often accomplish work on the fly. So instead of set work hours, consider letting these workers choose a window of time to get their work done. Flexible schedules often lead to fewer missed days and greater productivity than the standard nine-to-five. When possible, also provide the option of working remotely from home.

8 Focus on health
Most millennials appreciate when employees help facilitate their health and well-being. One way to do this is by creating a company wellness program to help reduce stress and repetitive injuries. Set up a gym in the office where workers can work out on their lunch breaks or after work. Task HR or other managers with forming a wellness committee to help point

employees in the right direction and suggest innovative ways to get healthy. You might also hold group fitness campaigns to encourage workers to get fit.

9 Offer office perks
Compensation for a job well done is often what sets one employer apart from another. Consider offering a variety of office perks to make millennials flock in. Perks might include:

- Bi-weekly chair massages
- Free snacks in the office cafeteria
- Napping rooms
- Paid fitness memberships
- Weekly ice cream runs
- Sporting event tickets
- Discounts on travel

10 Provide development and training classes
Education is often the road to success, and millennials know that. Provide training for advancement or offer tuition reimbursements. Mentoring programs not only contribute to greater personal and professional development, but also foster connection between varied levels and generations of workers. Regular training creates more versatile employees, which results in greater productivity.

Millennials tend to have very different expectations of their workplaces than those of preceding generations. Because these workers tend to make up the majority of the current workforce, it's important for businesses to listen to their preferences on the job. By adjusting the workplace mindset and making a few upgrades and additions, your organization can begin attracting and maintaining millennial workers.

The link between gratitude and happiness

Displays of thanks encourage 'pro-social' behavior



By Lauren Eisenhauer
Best Employee Surveys

The days and weeks fly by and it takes all you've got to stay afloat in a sea of responsibilities. Deadlines, meetings, presentations, bills, social obligations, soccer practices — how often do you pause to take a breath and truly appreciate the blessings in your life, or the people around you? Research suggests that a correlation exists between gratitude and our happiness. Studies have found that, when expressed either verbally or through written word, displays of gratitude boost happiness levels in us and encourage "pro-social" behavior (the kind that triggers empathy and is strongly linked to sharing, donating, and volunteering).

The science of happiness

We're conditioned to wear a mask from 9 to 5, to be professional, stoic, and determined. Don't cry at work, don't overreact to situations, don't show weakness or instability. But, maybe we're sending the wrong message to employees. Encouraging free expression of joy in the workplace can do wonders to liberate your employees, and also affect your bottom line. Simply put, happy employees work harder. A study published by the Social Market Foundation found that happy employees are upwards of 20 percent more productive than their unhappy counterparts.

See **LINK** on page 15



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5 Tips for Setting Up a Mentor Program to Boost Employee Engagement

Help your leaders grow by creating a support system



By Lauren Eisenhauer
Best Employee Surveys

As growing professionals, we will never be too successful to benefit from having a workplace mentor. No matter your tenure or status, there is always someone out there from whom you could learn a thing or two. You're looking for someone who has faced decisions that you haven't yet, navigated a tricky circumstance you're now facing, or already made the professional missteps that you'd love to avoid.

We run thousands of employee engagement and satisfaction surveys each year. When we run analysis calls for our customers at the end of each project, one area that often needs improvement is leadership. Being a strong leader is oftentimes a learned skill, and many individuals who are promoted to management based on strong job performance simply lack the skills and acumen of truly strong leaders. Establishing a mentorship program is one way you can arm emerging, new, and existing leaders with a support system to grow as leaders and as professionals. After all, the best mentors seem to care less about creating a following for themselves and more about developing other leaders.

TIP #1:

Make matches based on actual data.

Start out by surveying your employees to gather data that will allow you to make informed mentor-mentee matches. Ask them questions about their strengths, weakness, interests, career goals, and communication styles. You can also ask them what qualities they'd ideally like to have in a mentor or mentee. Then, based on this data, match your participants as best you can. If doing so manually sounds overwhelming, take advantage of a mentor-matching software like Chronus or Insala that use algorithms to pair employees.

An ideal match consists of a mentor and mentee who have similar interests and goals. In contrast, strengths, weaknesses, and communication styles do not necessarily have to align, as differences in these areas can offer a fresh perspective for the pair. Another consideration when making a match is the experience gap. Most mentorship programs aim for an experience (not age) gap between mentor and mentee of 5 to 10 years at most so that the mentor can still clearly remember and empathize with once being in the mentee's shoes.

TIP #2:

Don't exclude anyone who wants to participate.

Your new mentoring program should be all-inclusive. Why? Because if you exclude even one person who is interested in the program, you've just done more damage to morale than good. From the intern to CMO, everyone's career and growth aspirations should be respected and fostered. Every new person you bring onboard should be educated about your company's mentorship program, how it works, its purpose, and its benefits. And don't forget about your C-Suite. The Harvard Business Review reports that of CEOs in formal mentorship programs shared that mentors had helped them make better decisions (69 percent) and become more capable at fulfilling stakeholder expectations (76 percent).



Your new mentoring program should be all-inclusive, yet optional for the mentee. You cannot force growth and development onto someone who is not comfortable achieving it in this format. True leaders in your organization shouldn't have any issue participating in the program as mentors, however, it should be optional for them as well. A leader who cannot fully commit the time required should be given a pass, but encouraged to prioritize that time if possible for future participation.

TIP #3:

Advertise the benefits.

Gain the support of your leadership team and regularly communicate the benefits of the newly launched mentorship program. Create collateral for the program to be shared with any and all new employees. Reiterate to existing program members the benefits of continuing on in the program. Put your marketing cap on and promote the program to your employees to generate excitement and interest. Try out a fun and informative email series or promotional poster campaign to help get the buzz started about the program and its advantages.

TIP #4:

Clearly communicate the program structure and guidelines.

Great. You've established your mentorship program and determined that Sarah should follow Michelle around and hopefully some of Michelle's expertise and business acumen will just rub off, right? Of course not. For your mentorship program

to be successful, you need to clearly communicate guidelines and structure to both mentor and mentee to create a program more fruitful than basic "shadowing." Some example guidelines for structure might include:

- Establishing a meeting cadence of weekly or bi-weekly sessions
- Tasking the mentee with creating a meaningful meeting agenda and sharing it with the mentor in advance of each meeting
- Offering sample/suggested discussion topics and goals for those who aren't sure where to start
- Mapping out "checkpoints" for the mentor and mentee to periodically provide feedback to the program manager

TIP #5:

Emphasize goal setting.

The mentee should identify goals at the onset of the matching process; these goals can often be aligned with the employee's perceived weaknesses. Perhaps the employee would like to become more comfortable being direct, authoritative, and persuasive. Or, they'd like to be considered for a promotion or leadership position. Clearly defining individual goals can help steer the focus of the mentor-mentee meetings. At the same time, the program manager or human resources stakeholder can assign overarching program goals such as increased productivity, continued education, volunteerism, internal promotions, or employee retention.

Learn More

Your employees represent your brand. Have you considered how customer experience is affected by your staffers? Who do you want in front of your customers, happy employees or disengaged employees? Use this free checklist for a quick read on your employee engagement.

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LINK

CONTINUED FROM PAGE 13

And the impact of happiness and gratitude reaches beyond productivity. Studies have shown that grateful employees tend to be more socially responsible. Translated into the workplace, this might mean an employee is more willing to engage in “organizational citizenship” behaviors, such as welcoming new hires, going above and beyond their prescribed job duties, and making extraordinary efforts to help with the initiatives of others.

Amit Amin of HappierHuman compiled 26 academic articles and studies from researchers across the globe that prove the benefits of saying “thank you.” Below are some interesting highlights from his research.

- Expressions of gratitude reinforce pro-social and moral behavior.
- Those who are more grateful not only perceive the environment to be more benevolent, but actually make it so by helping others more frequently and accumulating social capital.
- A one-time act of thoughtful gratitude produces an immediate 10 percent increase in happiness and 35 percent reduction in depressive symptoms that lasts for months.
- Frequent opportunity to express gratitude leads to increased well-being, better health, better exercise habits, higher life satisfaction and increased optimism.

It starts with the leadership team

Cultural shifts in the workplace often happen at the top first. If leadership recognizes the importance of celebrating successes or acts of kindness, both on a small and large scale, employees will feel comfortable to follow suit. Many companies

Learn More

Your employees represent your brand. Have you considered how customer experience is affected by your staffers? Who do you want in front of your customers, happy employees or disengaged employees? Use this free checklist for a quick read on your employee engagement.

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have long embraced a mindset of appreciation. The Campbell Soup Company’s former CEO, Douglas Conant, penned 30,000 thank you notes to his individual employees during his time in leadership.

Of course, getting started can be rocky. Employees may view leadership’s initial efforts as forced, insincere, or short-lived. That’s why it’s imperative to consider this a long-term effort, with no measurable end date. What you can measure, however, is the feedback you receive through conducting an employee engagement survey. Using this strategy year-over-year or quarter-over-quarter will help you understand how your efforts to encourage a culture of gratitude is impacting employee engagement and employee satisfaction.

Create outlets for recognition

In a world of hierarchy, promotions and wanting to be the “chosen one” to be noticed and promoted, we may feel reluctant to admit that we rely heavily on each other at work, or to point out someone else’s strengths. However, doing so will likely build your

reputation as a team builder and leader rather than someone who is self-serving.

To encourage a culture of gratitude in your company, establish recognition programs for employees to nominate each other’s acts of kindness or exceptional work. Create a “wall of gratitude” for employees to hand-write genuine praise of coworkers. Or, create a dedicated Slack channel for kudos and shout-outs.

Weave gratitude into your corporate culture

Give credit when you experience “wins.” For example, make it a common practice for a salesperson who has just closed a sizable deal to list in his announcement the individuals who helped him throughout the process. Or, in executive team meetings, have VP’s list outstanding team members by name who contributed to a project when reporting on departmental metrics and successes.

Remember, there’s no prescribed formula for gratitude

Don’t assume that each of your employees responds to gratitude in the same manner. Much like styles in Chapman’s, The Five Love Languages, dictate whether you’d rather receive a Rolex or a love poem, employees prefer to be shown gratitude in different forms. Try out different methods of expressing thanks, and allow management to customize plans for their teams. While one employee may enjoy to be recognized in front of the entire company with a standing ovation, the very same gesture would send another cowering into the bathroom stall.

Imagine the effects that could come from creating a culture where employees not only feel appreciated, but are also encouraged to share their gratitude with others. Having happier employees means a more productive workplace, which is better for the well-being of your company — and its bottom line.

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BS jobs: Should you evaluate yours?

Watch for jobs that are 'so completely pointless, ... even the employee cannot justify its existence'



By Laura Rubenstein
BridgeTower Media Newswires

In evaluating your company's organizational structure, how many positions are superfluous? Would eliminating some or all of the administrative or managerial positions hurt the bottom line? Would it hurt or improve morale? And what about the employees in those roles? Do they realize their jobs may be meaningless? Can their jobs be delegated to others without skipping a beat? Are they happy stuck in a position that serves little purpose and adds even less value to the company?

David Graeber, anthropologist at the London School of Economics and author of "Bull---- Jobs" (Simon & Schuster, 2018), addressed these issues unapologetically. He wrote about unnecessary tasks performed at companies around the globe. He was not referring to teachers, mechanics, farmers, plumbers, gravediggers, trash collectors, first responders or medical specialists. Rather, Graeber defined B.S. work as "a form of paid employment that is so completely pointless, unnecessary, or pernicious that even the employee cannot justify its existence even though, as part of

the conditions of employment, the employee feels obliged to pretend that this is not the case."

The 'taskmaster'

Of the five categories of B.S. jobs that Graeber describes in his book, one such category is the "taskmaster." The taskmaster is defined, in part, as a person who manages people who don't need managing. Taskmasters can be found in both public and private companies and government. Taskmasters' roles include, among other things, completing meaningless reports about company metrics which are presented to superiors and tend to be of limited value, if even referenced at all.

Some taskmasters can argue that their jobs are critical to the success of their company. After all, without their reports, data, information and statistics, how, pray tell, could this business operate? Who would gather the data for the reports discussed at board meetings? And who would be the liaison between leadership and staff? Who would calculate the measurables? Prepare goals and track ROI? Create project budgets? Evaluate core competencies, synergies, capacities and deliverables?

The work performed by taskmasters begs two questions. First, do industry leaders realize that

the additional layer of middle manager is sometimes irrelevant and meaningless? And if not, why not?

Perhaps the added layer justifies the inflated salaries of upper management. Or, perhaps top managers prefer to read the data provided by middle management over having face-to-face interactions with real worker bees. Perhaps the biggest supporters of taskmasters are those top managers who prefer sitting in their ivory towers to dressing in work boots and hard hats and interacting with those who are making the real money for the business.

Second, do taskmasters realize their jobs are unnecessary? The enlightened ones do. Enlightened taskmasters understand their jobs are redundant and make themselves approachable because their jobs hang in the balance. These benevolent taskmasters motivate subordinates with a carrot rather than a stick and advocate for subordinates, even though their advocacy carries little weight. This creates trust between the employee and the taskmaster, which is a valued benefit in companies today.

The unenlightened ones

On the other hand, unenlightened taskmasters believe their positions are critical to the organizational structure. These unenlightened taskmasters toe the company line, cannot keep confidences, and will find ways to regularly prop themselves up at the expense of their subordinates. Some of these types of taskmasters may terrorize subordinates by threatening jobs, salaries and livelihoods to keep subordinates in line and to tamp down real issues.

Unenlightened taskmasters create distrust. One unintended consequence is a company culture of disgruntled workers who feel resentment with nowhere to turn. This is when companies find themselves in the headlines or on the other side of the "v" because taskmasters cause more harm than good in trying to manage issues. These taskmasters are not trained on company policy, fail to understand harassment, discrimination and retaliation, don't partner with human resources, and may even believe that policies don't apply to them.

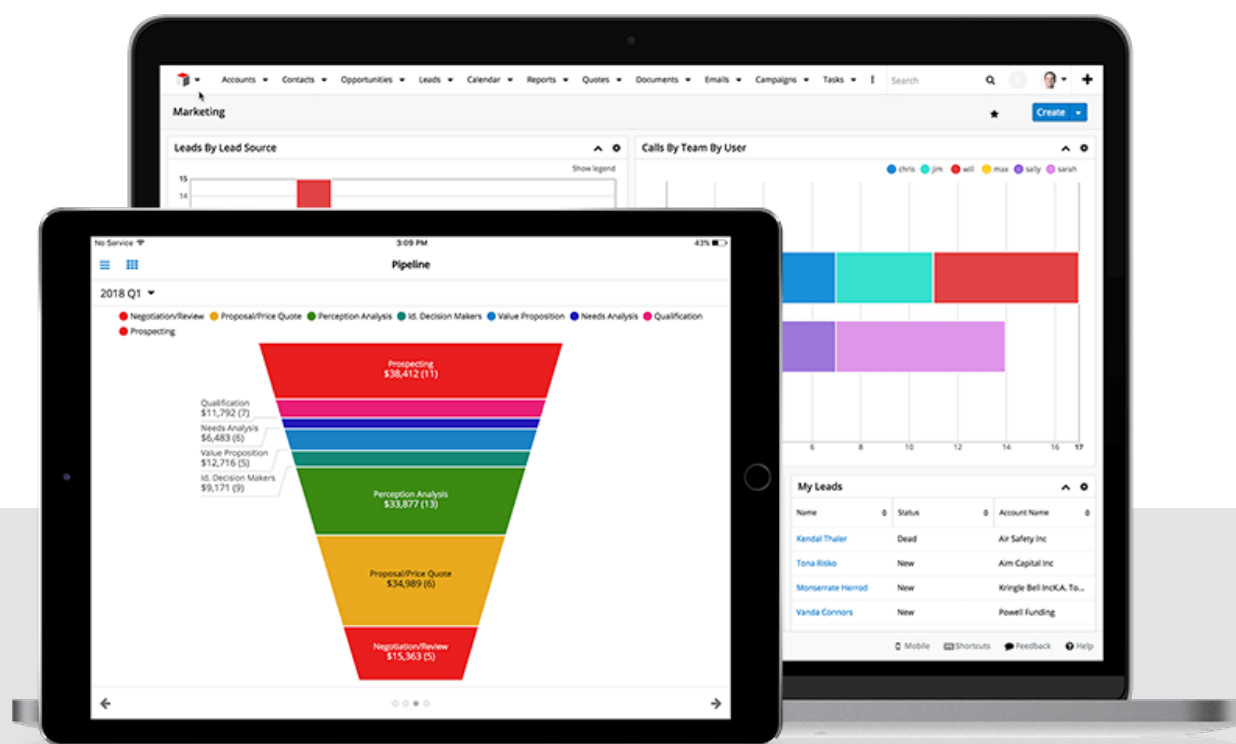
Another issue raised by Graeber is that taskmasters may not be working as much as businesses think. While the timesheets may reflect 40 hours a week, it is significantly less. On average, taskmasters put in closer to 15 hours per week of substantive work. The majority of their time is spent coordinating lunch plans with co-workers, chatting about personal matters, gossiping about colleagues, attending training seminars to make them better managers, surfing the internet and viewing social media websites.

Maybe it's time for employers to pull back the curtain. If you're a company or organization that employs taskmasters, think about evaluating the purpose and cost; survey what others think of the position; and consider ways to make the positions more meaningful. Can they perform other tasks or assume other delegated duties? In a capitalist society like ours, one would think that profit-seeking corporations would steer away from spending crucial profits on non-essential salaried staff doing part-time work.

Laura L. Rubenstein is a partner in the labor and employment practice group at Wright, Constable & Skeen LLP in Baltimore. She can be reached at lrubenstein@wcslaw.com.

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Law firms are turning their eyes toward attorneys' well-being

By Bill Cresenzo
BridgeTower Media Newswires

COLUMBIA, S.C. — The legal community's efforts to help ensure that attorneys stay well, both mentally and physically, has become a movement during the past few years.

While there has long been help for attorneys suffering from or at risk for substance abuse, firms in the Carolinas are now taking a holistic approach that goes beyond substance abuse to address the entire well-being of attorneys.

That is, you can be an attorney and still have a well-balanced, fulfilling life without the all baggage that is often associated with the legal field.

"The history of mental health and substance use impairments among the profession brought about programs to address those issues," said Beth Padgett, the director of the South Carolina Bar's Lawyers Helping Lawyers program. "The wellness emphasis came about as a way to prevent these negative outcomes and has grown from there."

Treating the toxicity

In 2016, the American Bar Association surveyed more than 12,000 attorneys and found that more than 20 percent of them drank at levels that could classify them as problem drinkers, while 28 percent reported having depression. Almost 20 percent reported suffering from anxiety and almost 12 percent reported having suicidal thoughts during their careers.

To combat these statistics, the ABA in November began a wellness pledge campaign, asking law firms around the country to promise that they would start programs and practices to encourage attorneys to practice self-care, and to address head-on any mental or substance abuse issues they are facing. The ABA also recommends that firms identify the stakeholders and "the role each can play in reducing the level of toxicity in the legal profession."

Firms should work to eliminate the stigma associated with "help-seeking behaviors," the ABA says, adding that law firms should take small, incremental steps to change how law is practiced and how lawyers are regulated to instill greater well-being in the profession.

Many attorneys are constantly on edge and simply don't enjoy life, Padgett said.

"They are perfectionists and are always looking for the next problem," she said. "They don't want to be caught off guard by their opposing counsel having information that they don't have. They are always digging for the next problem. If you do that for 10 hours a day, you don't stop doing that when you leave the office and go home to your family and friends and community. Having that negative outlook is one of the things that helps build anxiety and depression."

Nexsen Pruet, which has five offices in South Carolina, is one of the firms that signed the pledge. Leaders of the 195-member firm knew there were some attorneys who were struggling with substance abuse, anxiety, depression and just ordinary stress. And on several occasions, the firm had to confront "very serious problems" involving its own attorneys said Leighton Lord, the firm's chairman of the board.

"For too long, our friends and colleagues have tried to handle these issues on their own," Lord said. "As a firm, we want our attorneys and staff to know we prioritize their well-being and will foster a professional environment that offers support and encourages well-being."

Mocktails and Mario

About 18 months ago, the firm brought in Patrick



@ pressmaster

ABA wants increased focus on well-being

The American Bar Association is asking law firms to sign a pledge committing to their attorneys' well-being. Those who sign the pledge promise to:

- Provide enhanced and robust education to attorneys and staff on well-being, mental health and substance use disorders.
- Reduce the expectation of alcohol at firm events by seeking creative alternatives and ensuring that non-alcoholic alternatives are always available.
- Partner with outside providers who are committed to reducing substance use disorders and mental health distress in the profession.
- Provide confidential access to addiction

and mental health experts and resources, including free, in-house, self-assessment tools.

- Develop proactive policies and protocols to support assessment and treatment of substance use and mental health problems, including a defined back-to-work policy following treatment.
- Show that the firm's core values include taking care of yourself and getting help when needed by regularly and actively supporting programs to improve physical, mental and emotional well-being.
- Use the pledge, and the firm's commitment to these principles, to attract and retain the best lawyers and staff.

Krill, an expert on attorney wellness and the former head of the Betty Ford Center's professional division, to meet with the firm's attorneys. Lord recalled that when he and his partners met with Krill, he asked them what choices the firm offered non-drinkers at company events.

"A pitcher of water," one of the partners replied. "We weren't making it attractive for people not to drink," he said. "Have some kind of fizzy stuff, even a mocktail, for God's sake."

Cranfill, Sumner & Hartzog, a firm based in North Carolina, began a wellness program about five years ago, said Alissa Lama, the firm's human resources director.

The firm puts a major emphasis on preventative care, and attorneys there get points that add up to the reduction on their insurance rates if they attend their annual medical and dental checkups. But the firm's program includes opportunities for fun, too. It recently held a Wii Challenge in the firm's common area where associates won gift cards for things like dinners out and massages.

For its part, in 2019, Nexsen Pruet is rewarding its associates who run in a 5K race.

From health to wealth

Michael Kahn of Charlotte knows all too well the challenges that attorneys face. He was on his way to work as an assistant attorney general in New Jersey

when he reached his breaking point. "I started pounding on the steering wheel because I was so unhappy and not looking forward to going to work," he recalled.

He eventually opened a practice in Charlotte, where he and fellow attorney Chris Osborn developed a CLE wellness class for attorneys through the Mecklenburg County Bar Association.

"We came up with the idea of watching movies that show lawyers doing dumb stuff and then working with the audience to unpack why it happened – how pressure and anxiety can drive people to forget or disregard their ethics," Osborn said.

Kahn is now a counselor and, along with Osborn, now owns Creative Learning Experiences, a Charlotte consulting firm that instructs lawyers about wellness. The typical lawyer approach to almost any problem is to analyze it and think about it in terms of statistics or numbers or results, Osborn said, but there is no one-size-fits-all fix for the problems that attorneys face. Now, firms are more open to bring in people from the outside to help, instruct, and counsel their attorneys about being well, he said.

And the bottom line regarding attorney wellness is the bottom line, he said.

"If you want to be more productive and you want to sustain your life lifestyle, wellness matters," Osborn said. "It makes a big difference on how much money you make. And once the big firms realize that, they're like, 'Oh, now we're paying attention.'"

Book review:

This book will train you for ‘Radical Outcomes’ in company training

By Jason Whong

Imagine this: your company works with multiple call centers, and you need to train agents on something new.

The company spends gobs of time and money building a virtual classroom course for the staff to use online, from their office computers.

Upon sending a memo to the staff to tell them about the new mandatory training, the company learns that not all of the call centers are equipped with computers capable of accessing the new training course.

The negative impact is worse than wasted money and time: the company’s employees can conclude that they need the information in the course to do well at work. It’s left unsaid, but not unnoticed, that the company didn’t know enough about the employees’ working environment to develop training materials that they could actually use.

This teachable example of how not to train employees comes from “Radical Outcomes,” a book by Julia Stancampiano that could help you train your employees better.

Radical Outcomes

How To Create Extraordinary Teams That Get Tangible Results

- By Julia Stancampiano
- Wiley. 187 pages. \$25.

Stancampiano, founder and CEO of Oxygen, a learning and development firm, wants you to end “random acts of training” by thinking more about the experience of learning and the business purpose of what you’re trying to teach.

There’s so much bad training out there: it’s so dense, so voluminous, so unconnected to business goals, that employees often disregard it. When training experiences are easy to digest, when employees can learn information in a sensible order without feeling overwhelmed, and when business analytics can show how use of the new material moved the needle

on an important metric, those experiences are what Stancampiano calls “Radical Outcomes.”

Each chapter begins in a narrative style that presents the story of a fictional training manager’s work with Juliana and a team from Oxygen to create effective training materials. The rest of each chapter serves as a deeper look into Stancampiano’s playbook when Oxygen creates learning experiences for companies.

She starts by explaining Oxygen’s process: she works with stakeholders to identify desired business outcomes, learns about the employees to be trained, organizes information about what these employees have to know and do to achieve the desired outcomes, designs an effective, relevant training experience, builds and tests the experience and gets it ready for the company to deploy.

Stancampiano describes how to build an extraordinary team, with specific roles geared toward making the learning experience great. This team has to be ready to work with the audience in mind, stay focused on the desired business outcomes, and break down silos that keep stakeholders

from collaborating.

Connecting the business outcomes to your audience of trainees helps make the training more meaningful. Good training has to be architected well, to provide structure to the learning experience and prevent audiences from becoming overwhelmed. Stancampiano explains how to do all of that, as well as how to make sure that people within the company with important knowledge don’t get left out.

Stancampiano also shares tips on how to work quickly and efficiently and how to keep corporate stakeholders aware of the work you’re doing to create the training experience.

After reading the book, you might just want to hire Oxygen for your next gigantic training project. But if you’d rather roll your own, you’ll find practical advice in Radical Outcomes, presented in a way that makes it easy to understand. You can tell Stancampiano applied her own method to writing the book; it reads as if she wants you to understand why good training experiences are important, and provides easy-to-understand advice for getting it done.



Book review:

You already know about emotions. This book explains how to use them in business.

By Jason Whong

People are what make your business succeed or fail. Without people to buy your company’s products or services, you have no revenue. Without people to make your company’s products or services, you have nothing to sell. If there’s one thing that people have in common, it’s that we all have emotions.

“The Economics of Emotion,” by customer experience and leadership consultant Kyle M.K., challenges readers to consider how emotions affect your business’ customers and employees. Understanding how emotions work will make it easier for workers and customers alike to associate happiness with your company, which can be its most valuable asset, M.K. explains.

The book is divided into three parts. In the first part, “A Brief History,” M.K. explains his inspiration for the book: the evolution of human emotion, the creation of the Internet, and the transition to the “Social Age,” in which he says businesses focus

The Economics of Emotion

How To Build A Business Everyone Will Love

- By Kyle M.K.
- Lioncrest Publishing. 248 pages. \$15.99.

more on people than on process.

Part II, “Emotions Explained,” should be familiar to most readers, because it explains the core emotions that psychologists believe to be universal among all cultures: joy, sadness, anger, fear and disgust, and one other.

He explains that each of these emotions has a spectrum: annoyance is the least intense form of anger, while fury tends to be most intense. He also notes that each has the ability to trigger other emotions in other people. Joy tends to trigger more joy, while anger, fear, disgust and sadness can trigger the same or other negative emotions in others.

The focus of Part III, “Emotion in Business,” takes up most of the book and has chapters on giving your employees a guiding purpose, being a leader who understands emotion, developing a culture of hard-working and loyal employees, designing a user experience of your product or service around the emotions you want your customers to feel, and how the overall customer experience affects your reputation, triggers emotions and can build true loyalty.

A World Economic Forum report on business trends found that emotional intelligence will be one of the most important characteristics hiring managers look for in new employees, M.K. notes in the chapter about leadership. He explains that as computers do more work, people in companies will have to focus more on emotional labor.

A leader who has emotional intelligence can tell how people feel and anticipate their needs, as well as understand how his or her own emotions can shape their actions. That

knowledge can let the leader focus on motivating others positively.

Later in the same chapter, M.K. discusses experiences with good and bad emotional leadership from his career, citing an episode from a retail store, in which an inexperienced manager’s aggressive way of speaking to him about his problem-solving ability — accusing him of “going rogue” — made him cry and left him with the memory of how bad he felt after the incident.

Later, the store manager apologized for the other manager’s poor attempt at giving feedback and used a more gentle approach in coaching him, mentioning that others in the store were envious of his ability to fix things. The store manager’s use of positive emotion helped M.K. understand the lesson, without being on the emotional defensive. Both managers were trying to tell him the same thing.

Whether you want to engender loyalty among your staff or your customers, “The Economics of Emotion” will give you much to consider about how to connect your business to emotion.



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