

(Mobile book) Re-Engage: How America's Best Places to Work Inspire Extra Effort in Extraordinary Times

Re-Engage: How America's Best Places to Work Inspire Extra Effort in Extraordinary Times

Leigh Branham, Mark Hirschfeld

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“... the authors show the research that lays out the path to sustainable engagement.”—*Jac Fitz-enz, Founder, The Saratoga Institute*


HOW AMERICA'S
BEST PLACES TO WORK
INSPIRE EXTRA EFFORT IN
EXTRAORDINARY TIMES

RE-ENGAGE



WHAT THE TOP 1 PERCENT OF EMPLOYERS DO DIFFERENTLY,
BASED ON 2.1 MILLION EMPLOYEE SURVEYS FROM 10,000 EMPLOYERS!

LEIGH BRANHAM, SPHR, AND MARK HIRSCHFELD

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Leigh Branham, Mark Hirschfeld : Re-Engage: How America's Best Places to Work Inspire Extra Effort in Extraordinary Times before purchasing it in order to gauge whether or not it would be worth my time, and all praised Re-Engage: How America's Best Places to Work Inspire Extra Effort in Extraordinary Times:

2 of 2 people found the following review helpful. Worth Reading, with Caution
By Customer
Written by a pair of business consultants, the principal message of "Re-Engage" is both simple and entirely consistent with the human relations school of managerial thought: treat adults like adults, and they will work like responsible, motivated employees. The authors' views were informed by a great deal of quantitative and qualitative data. Collected by Quantum Workplace on an annual basis since 2004, the research portion of this project consisted of some 2.1 million surveys with more than one million qualitative responses. Employee engagement seems to be defined as a heightened sense of commitment felt by an employee for a particular company, job, or manager and that produces desirable outcomes such as greater levels of effort or longer employment tenures. Statistical analyses pinpointed several actions taken by leading companies in order to inspire higher levels of engagement. These include nurturing trust, aligning employee efforts with organizational objectives, encouraging professional and personal growth, and recognizing/rewarding positive performance, among others. Throughout the book, the authors refer to what they dubbed three "crosswind factors." These are variables, including generational diversity, diseconomies of scale, and difficult economic conditions, that greatly influence the enactment of various engagement principles. In other words, context matters! There is plenty to like about this book. For one, it is teeming with rich, qualitative data. This allows the reader to see, in telling fashion, what the "good companies" do well and what the "bad companies" do poorly. The authors' grasp of reality is another noteworthy strength of Re-Engage. So often, human relations literature becomes somewhat aloof, almost acting as if "being nice," by itself, will drive employees to higher levels of productivity. One can sense that the authors of this book have a firmer understanding of what is and is not realistic. Of course, Re-Engage also contains notable shortfalls. Consider the following: ~ Are these truly America's best places to work? Were all U.S.-based, Fortune 500 companies included in this research? Certainly it is not possible to involve every major American company, but neither should the authors/publisher use the title "America's best places to work" if several Fortune 500 companies did not participate. Also, the survey itself leaves something to be desired. A copy is not included in the book, but the reader can access it online at [...]. One might reasonably question subjective survey items such as "My employer is family friendly" and "We have enough staff to get the work done right." Questions of validity and reliability are not answered. The book references several appendices that are supposed to be available at the book's website. If they exist, I could not locate them. ~ Re-Engage is no masterpiece in literary terms. While books such as Good to Great offer considerable insight through extensive commentary, this particular book relies most heavily on employee responses that are simply transcribed into book form. There is little weighty discussion. Indeed, some portions of Re-Engage look and feel more like a workbook than, say, something written by Drucker, Senge, or Collins. Do not be fooled by the page count. The book can be read rather quickly--comparatively speaking. ~ Probably due to confidentiality, the authors mention company names very sparingly. Indeed, most companies specifically mentioned by the authors are not Fortune 500 caliber. One fault that might be laid at the feet of the authors is an overreliance on certain companies. For instance, they use an interview with the management of Gaylord Palms Hotel and Resort in a few different chapters. ~ Thorough analysis is withheld at times. For instance, the authors, in the opinion of this reader, fail to sufficiently consider questions such as those that follow: Could these attempts to enhance employee engagement generate a higher sense of employee entitlement? Could it be that the best places to work are simply better hirers? Is it possible that the "best places to work" are better only in comparative terms, i.e., if the neighboring ship is skippered by the devil himself, then my ship, though it be commanded by Captain Bligh, appears to be the "best place to work." Furthermore, there is little acknowledgement of the fact that many employees surveyed probably had an "ax to grind." If nothing else, Re-Engage is not boring. Indeed, the reader's mind should be stimulated by this book, and her preconceived notions should be challenged. Where it lacks scientific rigor, thorough analysis, and rich commentary, it compensates with penetrating questions, often implied, that test the reader's assumptions about employees and their engagement with the company. Re-Engage deserves a good rating, yet it falls well short of a business masterpiece.

1 of 1 people found the following review helpful. Revealing Discussions on Engagement - Must Read
By Sherry A. Benjamins
A previous reviewer expresses disbelief that the companies Branham and Hirschfeld highlight in Re-Engage could possibly be "the best places to work in America". It's true that you may have never heard of some of the outstanding employers that the authors profile, but that's the point--any place can be a "best place" (no matter how big, or what industry) if they build a positive, healthy culture of engagement. The book makes clear early on that the featured employers were winners of the "best places to work" competitions sponsored by local business journals in 44 cities around the U.S. Their employees simply scored them higher on the engagement survey used by a third-part data collector--Quantum Workplace of Omaha, Nebraska. Much bigger and better known companies than Rackspace, Quality Living, Gaylord Hotels, Winchester Hospital, Vertex Pharmaceuticals, Nalley Automotive, and Joie de Vivre Hospitality probably competed, but didn't win. Other better-known companies simply didn't enter the competitions. Maybe they will next year. In the meantime, we can learn a lot about creating a highly engaged workplace from these seven companies that scored in the top one percent of the 10,000 employers who have competed for the honor over the past six years. In fact, this may be the most representative book on the topic, not just because of the scope of the research--but because two-thirds of the employers represented are either small or medium-sized, unlike most engagement studies where the data comes mainly from large companies. For leaders and HR professionals who are

serious about creating a better place to work, I highly recommend this important book. 0 of 0 people found the following review helpful. RE EngageBy StephenExcellent book. Recommend it for any new or seasoned manager / leader. Arrived in excellent condition. Fast delivery.

WHY SHOULD I WORRY ABOUT KEEPING WORKERS HAPPY IN A TIME OF RISING UNEMPLOYMENT? Because you can't afford not to. In an eye-opening survey of 10,000 employers in 43 states, the Best Places to Work are not only the most engaging work environments for employees—they are also the most efficient, productive, and successful. Even in the toughest economic times. **WHAT SEPARATES THE "BEST" FROM THE REST?** These companies understand and utilize the six "universal drivers" of employee engagement: Caring, Competent, and Engaging Senior Leaders Effective Managers Who Keep Employees Aligned and Engaged Effective Teamwork at All Levels Job Enrichment and Professional Growth Valuing Employee Contributions Concern for Employee Well-Being **HOW CAN I GET THE "BEST" FROM MY EMPLOYEES, MY COMPANY, AND MYSELF?** Simple. Re-engage them. Praise for Re-Engage "Authors Leigh Branham, SPHR, and Mark Hirschfeld delve into how the best places to work keep employees at all levels engaged and productive, and offer lessons on how to revitalize your own employees' engagement." —SHRM/HR Magazine

About the Author Leigh Branham, SPHR, is Founder and Principal of Keeping the People, Inc., a talent management consulting firm that helps organizations analyze root causes of turnover and employee disengagement, then develop and implement employer-of-choice strategies. His previous experience includes serving as Leader of Talent Management for Right Management Consultants. Branham is the author of *The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late* (AMACOM, 2005), was based on post-exit surveys of employees in 17 industries conducted from 1998 through 2003. Selected by businessbookreview.com and *The Library Journal* as one of the top 30 business books of the year, it was released in audio form by Executive Soundview. Mark Hirschfeld (Omaha, NE) is Principal of SilverStone Group Management consultants and has written numerous articles.