

THE GREAT WORKPLACE

HOW TO BUILD IT, HOW TO KEEP IT, AND
WHY IT MATTERS

MICHAEL BURCHELL

AND JENNIFER ROBIN

OF THE GREAT PLACE TO WORK® INSTITUTE

CHAPTER ONE

INTRODUCTION : THE
VALUE OF CREATING
GREAT WORKPLACES

Ninety-five percent of my assets drive out the front gate every evening. It's my job to bring them back.

-JIM GOODNIGHT, CEO AND FOUNDER OF SAS

What makes a great workplace? It's not what you do. It's how you do it.

If you are a leader, you must communicate, make decisions, and interact with people, just as leaders in all companies do. You may carry out your job description very well. But to be a leader in a great workplace, you need to not only execute your role but also instil certain beliefs in people as you are doing it. ***A great workplace is one where people trust the people they work for, take pride in what they do, and enjoy the people they work with.*** As a leader, you are the one to create and reinforce these beliefs with every communication, every decision, every interaction. To create a great workplace, you'll need to do your job differently. It requires a mindshift; it requires viewing your employees like Jim Goodnight suggests in the quote that opens this chapter. You'll need to do your job realising that how you do what you do makes a world of difference to employees.

Figure 1.1 The Great Place to Work Model

Dimensions of a Great Place to Work®		
CREDIBILITY	Communication : Communications are open and accessible Competence : Competence in coordinating human and material resources Integrity : Integrity in carrying out vision with consistency	T R U S T
RESPECT	Support : Supporting professional development & showing appreciation Collaborating : Collaboration with employees in relevant decisions Caring : Caring for employees as individuals with personal lives	
FAIRNESS	Equity : Balanced treatment for all in terms of rewards Impartiality : Absence of favouritism in hiring & promotions Justice : Lack of discrimination and process for appeals	
PRIDE	Personal Job : In personal job, individual contributions Team : In work produced by one's team or work group Company : In the organisation's products & standing in the community	
CAMARADERIE	Intimacy : Ability to be oneself Hospitality : Socially friendly and welcoming atmosphere Community : Sense of "family" or "team"	