



Business Summaries **lite**

The Invisible Employee

Realizing the Hidden Potential in Everyone

By Adrian Gostick & Chester Elton

About

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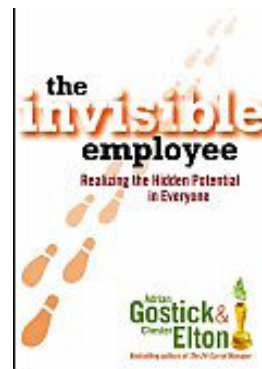
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There is a crisis in business today: the invisible employee. Feeling overlooked, ignored and unappreciated, invisible employees fight back the only way they know how – by staying hidden in the corporate shadows, doing just enough to get by, grumbling about this and that, and passing these techniques along to new workers. After all, why bother shining when no one notices your achievements?



In your employees' perspective, managers and senior leaders hold all the power. Management decides when they come and go, what they work on, how much they get paid. And, if the company does particularly well, it's management that gets almost all the credit and the rewards.

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INVISIBLE EMPLOYEES

It can happen to anyone... anytime... anywhere. You're hunched over the speaker during a conference call, straining to hear, or picking up a fax, and wham! Suddenly, you're invisible.

The bottom line is, you must create an environment where employees are treated as contributing, important members of the team – as grown-ups, not as children who must be led by



The Nutshell

the hand; and certainly not as foes who must be controlled.

In the best organizations and teams, management sees and celebrates the fact that it's the employees who are getting the work done. Managers are trained to listen to each employee and treat each person uniquely. And in turn, employees feel engaged, committed, and loyal.

The best managers move their teams and companies from ordinary to extraordinary through something as simple as:

- Setting a good vision
- Actively seeing employee achievements that move your organization toward its goals
- Celebrating those achievements

Great leaders, you see, lead people – not systems, processes, technology, strategy, or functions. Because, when it comes right down to it, all those things can be replicated – but your people can't.

Successful companies have to have that something extra to create staying power. And that something extra is the passion of your people who feel noticed, valued, and appreciated. In other words, they feel visible and valued to the organization.

In a day and age where workers are asked to do more with less, they are rebelling. Not by holding up picket signs outside your factory gate. But by grumbling, finding ways to cut corners and, eventually, blinking out.

What's love got to do with work? A lot, it appears, when it comes to employee satisfaction.

THE POWER OF CHANGE

The secret, of course, is change. Changing your office so that it really is the place employees thought it was when they hired on. Changing the way all your leaders work with employees. Transforming your organization into a place people never want to leave. And, if they've already gone, a place they line up to return to.

SUCCEED!

The secret to engaged employees and a successful workplace is in a company full of people who get up in the morning and throw their fist in the air and say, "Yes, I get to go in to work today." And that can be created with a focus on just three words: Set, See and Celebrate. And when you focus on those, Success is not far behind.
