

GROWING HAPPY TEAMS



CREATING A WORKPLACE WHERE EVERYONE
THRIVES

Dawnfelice Boscon



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Creating A Workplace Where Everyone Thrives

BY

Dawnfelice Boscon

This book is dedicated to my children, who inspire me every day and who have truly shown me what is possible.

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Introduction

It's no secret that happiness is good for you. But did you know that it's also good for your organization's productivity and bottom line? With roughly a third of our life spent at work and our society's drive to find the highly sought after but increasingly elusive work/life balance, *Growing Happy Teams* is even more vital to success.

Research shows that happy employees are more productive, more creative, adaptable, innovative, and more engaged in their work. They're also less likely to take sick days, and they're more likely to stay with their company, reducing costs, increasing efficiency and quality, and improving morale.

Some of the benefits of engaged employees include:

- Increased productivity and quality
- Reduced turnover and training costs
- Increased customer satisfaction
- Stronger company culture

In today's fast-paced and ever-changing business world, it's more important than ever for employees to be adaptable and productive. How can you track your employees' productivity without micromanaging them? And how can you use that information to improve employee engagement?

This book will answer those questions and more. In it, you'll learn about important factors for tracking productivity, as well as benefits and challenges. You'll also learn how using holistic productivity data to improve employee engagement creates a culture of continuous improvement in your workplace.

Whether you're a manager, a team leader, or an individual contributor, this book will give you vital tools and perspective to empower you to succeed by *Growing Happy Teams*.

Here are some of the topics that will be covered in the book:

- The Power of Happy Teams
- The Unique Opportunity of the Hybrid and Work From Home Worker
- Connecting Engagement and Productivity
- Leading Underperforming Team Members to Success
- Building a Culture of Continuous Improvement

The book will also include case studies and examples from real businesses, as well as tips and advice from experts in the field.

If you're looking for ways to build teams that are happier, more productive and engaged at work, then this book is for you.

www.GrowingHappyTeams.com

PART I – Employee Engagement 101



Chapter One:

The Power of Happy Teams

The Importance of Team Morale – James’ Story

James was a well-respected engineer I worked with at Intel. He had a deep understanding of the technical aspects of his work, and he was always willing to help his colleagues. He was personable and had a very easygoing manner. However, James also tended to micromanage projects. He would often second-guess his team's decisions, and he would sometimes even take over projects himself. This behavior led to a lot of frustration among his team members, and it eventually began to affect morale.

The team was working on a particularly challenging project with a tight timeline where they were in a creative slump. James was feeling particularly stressed about the project, and he began to micromanage his

team even more than usual. This led to a lot of tension on the team, and several team members started to complain to each other. After some time, word got to James's manager.

James's manager called him into his office and had a talk with him. He told James that he needed to learn to trust his team and to give them more autonomy. He also told James that his micromanaging behavior was affecting morale.

James took his manager's advice to heart. He started to give his team more autonomy, and he tried to stop second-guessing their decisions. He also started to be more supportive of his team members, and he made an effort to get to know them better.

These changes had a slow positive impact on team morale. The team started to feel more valued and respected, and they were more motivated to do their best work. However, the damage had already been done. The project was behind schedule and over budget, and it eventually failed.

James learned a valuable lesson from this experience. He learned that it is important to trust his team and to give them the autonomy they need to succeed. He also learned that micromanaging only leads to frustration and decreased morale. By adopting a more inclusive approach, James was able to improve team morale and create a more positive work environment. However, he was not able to save the project.

The project's failure was a wake-up call for James. He realized that he needed to make some changes in his leadership style. He worked to be more trusting and supportive of his team in the future. He also vowed to be more mindful of the impact his behavior had on morale.

James's story is a reminder that team morale is important. When team morale is low, it can lead to a number of problems, including decreased productivity, increased turnover, and, as in this case, project failure.

Happy Teams and Employee Engagement

In today's competitive business environment, it's more important than ever to have a happy and engaged workforce. Happy teams are more productive, innovative, and creative. They're also less likely to leave their jobs. And let's be honest – it's a LOT more fun to work when the people around you are happy and engaged.

There are many factors that contribute to employee engagement, including:

- A positive work environment: Employees need to feel valued, respected, and supported in order to be engaged. A positive work environment is one where employees feel like they belong and that they can contribute and make a difference.
- Clear goals and expectations: Employees need to know what is expected of them in order to be engaged. They need to have clear goals and objectives, as well as the resources they need to achieve them.
- Opportunities for development: Employees need to feel like they are growing and developing in their careers in order to be engaged. They need to have opportunities to learn new skills and take on new challenges.
- A sense of purpose: Employees need to feel like their work is meaningful in order to be engaged. They need to feel like they are making a difference in the world.

When organizations create a happy and engaged workforce, they reap the multitude of benefits. Happy teams are more productive, innovative, and creative. They're also less likely to leave their jobs. This can lead to increased profits, improved customer service, and a stronger bottom line.

Work/Life Balance

Another important factor in employee engagement is work-life balance. Work-life balance is an important issue for both frontline employees and management. Frontline employees need to be able to balance their work responsibilities with their personal lives in order to be happy and productive. Management needs to create a work environment that supports work-life balance in order to have a happy and productive team.

Frontline employees often have a lot of demands on their time. They may have to work long hours, they may have to work nights and weekends, and they may have to deal with difficult customers. This can make it challenging for them to find time for their personal lives.

One way management can help frontline employees achieve work-life balance is by providing them with flexible work arrangements. This could include allowing employees to work from home (thus removing transportation obstacles), to work part or flextime, or to take unscheduled breaks during the day. They can also offer on-site childcare and other family-friendly benefits.

In addition, management can create a culture of support and understanding. They can do this by providing regular feedback, recognizing employee accomplishments, and addressing employee concerns.

Management can also help by providing employees with paid time off, so that they can take vacations and spend time with their families.

In addition to providing flexible work arrangements, management can also help frontline employees achieve work-life balance by creating a positive work environment. This means creating a workplace where employees feel valued, respected, and supported. It also means creating a workplace where employees feel like they can have a voice and that their ideas are valued.

When frontline employees feel like they have a good work-life balance, they are more likely to be happy and productive. They are also less likely to be stressed and experience burn out. This can lead to a number of benefits for the organization, including increased productivity, decreased turnover, and improved customer service.

Diversity, Equity, and Inclusion

Diversity, equity, and inclusion (DE&I) are important for creating a happier and more productive workplace. A diverse workforce brings a variety of perspectives and experiences to the table, which can lead to better problem-solving and decision-making. An equitable workplace ensures that everyone has the same opportunities to succeed, regardless of their background. And an inclusive workplace is one where everyone feels welcome and valued.

There are many benefits to having a diverse, equitable, and inclusive workplace. For one, it can lead to increased creativity and innovation. When people from different backgrounds come together, they can share their unique perspectives and ideas. This can lead to new and innovative solutions to problems.

DE&I can also lead to improved employee satisfaction and engagement. When employees feel like they are valued and respected, they are more likely to be happy and engaged in their work. This can lead to increased productivity and better customer service.

Finally, DE&I can help organizations attract and retain top talent. In today's competitive job market, top talent is looking for organizations that are committed to diversity, equity, and inclusion. By creating a diverse, equitable, and inclusive workplace, organizations can attract and retain the best and brightest employees.

Here are some specific examples of how organizations can create a more diverse, equitable, and inclusive workplace:

- Hire a diverse workforce. When hiring, organizations should consider candidates from all backgrounds. This includes candidates of different races, ethnicities, genders, sexual orientations, religions, and abilities.
- Create a culture of inclusion. Once an organization has hired a diverse workforce, it is important to create a culture of inclusion. This means creating an environment where everyone feels welcome and valued. Organizations can do this by providing training on unconscious bias, celebrating diversity, and creating opportunities for employees to connect with each other.
- Advocate for diversity, equity, and inclusion. Organizations should also advocate for diversity, equity, and inclusion outside of their workplace. This means supporting policies and initiatives that promote diversity, equity, and inclusion in the community.

A diverse, equitable, and inclusive workplace is one where everyone feels welcome, valued, and respected. This is a workplace where everyone can thrive.

Work from Home and Hybrid Teams

The COVID-19 pandemic has had a major impact on the way we work. Many organizations have adopted work from home or hybrid models, where employees work from home some days and from the office on other days. These new models can be a great way to improve employee engagement and productivity.

There are many benefits to working from home. Employees can save time and money on commuting, they can have more flexibility in their schedules, and they can often be more productive in a quiet environment. Additionally, working from home can lead to improved work-life balance, as employees can have more control over their time.

However, there are also some challenges associated with working from home. Employees can feel isolated and disconnected from their team members, they can be more likely to experience distractions, and they can have difficulty setting boundaries between their work and personal lives.

Hybrid models can offer the best of both worlds. Employees can get the benefits of working from home, such as reduced commuting time and increased flexibility, while still having the opportunity to connect with their team members in person.

When it comes to growing happy teams, it is important to create a culture of trust and respect. This means trusting employees to get their work done, even when they are not in the office. It also means respecting employees' personal lives and boundaries.

Organizations can also help to grow happy teams by providing opportunities for social connection. This can be done through virtual team building activities, regular check-ins with team members, and creating a space for employees to share their thoughts and feelings.

Finally, organizations should be mindful of the challenges associated with working from home and hybrid models. They should provide employees with the resources they need to be successful, such as technology, training, and support.

By taking these steps, organizations can create happy and productive teams, regardless of where they are located.

Here are some specific examples of how organizations can help to grow happy teams in a work from home or hybrid environment:

- Provide regular check-ins with team members. This can be done through video conferencing, phone calls, or email.
- Create a space for employees to share their thoughts and feelings. This can be done through an anonymous feedback system, a company blog, or a regular team meeting.

- Provide employees with the resources they need to be successful. This can include technology, training, and support.
- Celebrate successes. This can be done through team awards, recognition programs, or simply taking the time to thank employees for their hard work.

Intergenerational Workforce

The workforce is becoming increasingly diverse including intergenerational workers across the spectrum of the workforce. This means that organizations need to be mindful of the different needs and expectations of different generations.

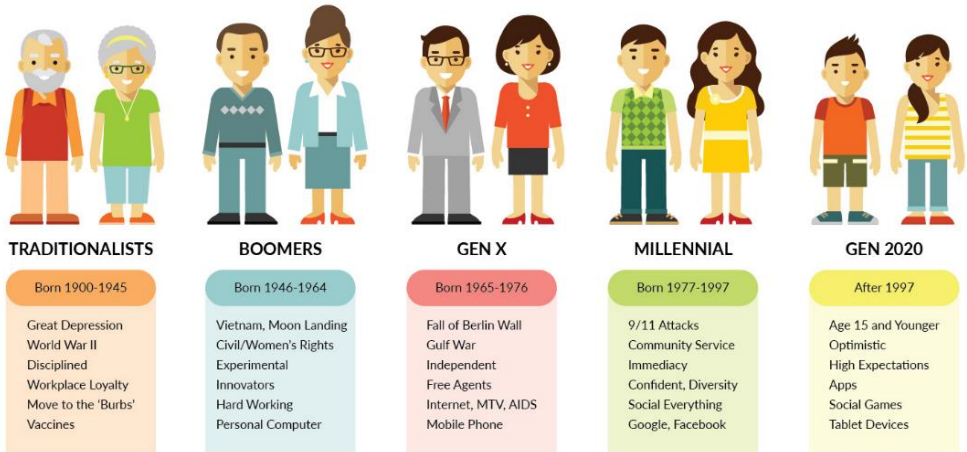
By understanding the different generations and how they work, organizations can create a more inclusive and engaging workplace.

An intergenerational workforce is one that is made up of employees from different generations. This can be a great thing for organizations, as it can lead to a number of benefits, including:

- Increased creativity and innovation
- Improved employee satisfaction and engagement
- Attracting and retaining top talent
- Improved customer experience

When employees from different generations come together, they can share their unique perspectives and ideas. This can lead to new and innovative solutions to problems, which can improve the customer experience. For example, a Boomer employee may have experience with traditional marketing methods, while a Gen Z employee may be more familiar with social media marketing. By working together, these employees can come up with a marketing campaign that appeals to a wider range of customers.

Another benefit of an intergenerational workforce is that it can lead to improved employee satisfaction and engagement. When employees feel like they are valued and respected, they are more likely to be happy and engaged in their work. This can lead to increased productivity, which can



also improve the customer experience. For example, a Gen X employee may appreciate being given the opportunity to work on a project that is related to their interests, while a Millennial employee may appreciate being given the opportunity to work on a project that is using new technologies. By giving employees the opportunity to work on projects that they are interested in, organizations can improve employee satisfaction and engagement, which can lead to a better customer experience.

Finally, an intergenerational workforce can help organizations attract and retain top talent. In today's competitive job market, top talent is looking for organizations that are committed to diversity and inclusion.

By creating an intergenerational workforce, organizations can attract and retain the best and brightest employees, which can improve the customer experience.

For example, a Gen Z employee may be more likely to want to work for an organization that is known for its diversity and inclusion initiatives, while a Millennial employee may be more likely to want to work for an organization that is known for its innovative culture. By creating an inclusive and innovative workplace, organizations can attract and retain top talent, which can lead to a better customer experience.

Here are some specific examples of the benefits and communication preferences of each generation:

Baby Boomers (born 1946-1964)

Benefits:

Experience and wisdom

Strong work ethic

Loyalty

Communication preferences:

Formal

Face-to-face

Email

Generation X (born 1965-1980)

Benefits:

Tech-savvy

Independent

Resilient

Communication preferences:

Casual

Text

Instant messaging

Millennials (born 1981-1996)

Benefits:

Creative

Collaborative

Global

Communication preferences:

Social media

Video conferencing

Slack

Generation Z (born 1997-present)

Benefits:

Digital natives

Eager to learn

Diverse

Communication preferences:

Visual

Mobile

Gamified

Here are some specific examples of how organizations can create a more inclusive and productive workplace where everyone can thrive:

- Provide training on generational differences. This can help employees to understand the different perspectives and communication styles of each generation.
- Create opportunities for cross-generational collaboration. This can help employees to learn from each other and to build relationships.
- Celebrate diversity and inclusion. This can help to create a culture where everyone feels welcome and valued.

Benefits of Happy Employees on Business KPIs and Balance Sheet

Happy employees are good for business. They are more productive, innovative, and creative. They're also less likely to leave their jobs. This can lead to increased profits, improved customer service, and a stronger bottom line.

Here are some specific examples of the benefits of happy employees:

- **Increased productivity:** Happy employees are more likely to be productive. They are more likely to be focused on their work and to be willing to put in extra effort.
- **Improved innovation:** Happy employees are more likely to be innovative. They are more likely to come up with new ideas and to be willing to take risks.
- **Creativity:** Happy employees are more likely to be creative. They are more likely to think outside the box and to come up with new solutions to problems.
- **Reduced turnover:** Happy employees are less likely to leave their jobs. This can save organizations money on recruiting and training costs.

- Improved customer service: Happy employees are more likely to provide better customer service. They are more likely to be friendly and helpful, and to go the extra mile to meet customer needs.
- Stronger bottom line: Happy employees can lead to a stronger bottom line. They are more likely to be productive, innovative, and creative, which can lead to increased profits.

A study by the Society for Human Resource Management found that companies with engaged employees have a 21% higher profit margin than companies with disengaged employees. Another study by the Harvard Business Review found that companies with happy employees have a 31% lower turnover rate than companies with unhappy employees.

There are a number of things that businesses can do to create a happy workplace, including:

- Providing competitive salaries and benefits
- Offering flexible work arrangements
- Creating a positive and supportive work environment
- Recognizing and rewarding employee accomplishments
- Investing in employee development

By taking these steps, businesses can create a happy workplace that is good for employees and good for business.

Here are some specific examples of how happy employees can impact business KPIs and the balance sheet:

- Increased revenue: Happy employees are more likely to be productive and to go above and beyond for their company. This can lead to increased sales and revenue. For example, a study by

the University of Warwick found that happy employees are 12% more productive than unhappy employees.

- **Reduced costs:** Happy employees are less likely to take sick days or leave the company. This can save businesses money on healthcare and recruiting costs. For example, a study by the Society for Human Resource Management found that companies with engaged employees have a 21% lower turnover rate than companies with disengaged employees.
- **Improved customer service:** Happy employees are more likely to provide excellent customer service. This can lead to increased customer satisfaction, which can lead to repeat business and referrals. For example, a study by the Harvard Business Review found that companies with happy employees have a 31% lower customer churn rate than companies with unhappy employees.

Overall, happy employees are good for business. By creating a happy and engaged workplace, organizations can reap the many benefits that come with it.

Chapter Two:

Effort, Results and Efficiency

“You can’t manage what you can’t measure.”

Measures are a key ingredient in the management of productivity and performance. When you choose the right measures, you have objective inputs for assessing performance, identifying challenges and opportunities for improvement, and quantifying intangibles such as effectiveness and quality. When the American Productivity & Quality Center (APQC) surveyed 981 knowledge workers about the measures used to gauge their productivity, the study showed a greater emphasis on effectiveness than efficiency.

What is Employee Productivity?

In short, employee productivity is the amount of work that an employee can produce in a given amount of time. It is a measure of how effective an employee is at using their time and resources to complete tasks. There are many factors that can affect employee productivity, including:

- The employee's skills and abilities
- The employee's motivation
- The employee's work environment
- The employee's tools and resources
- The employee's workload

Employee productivity is an important measure for businesses because it can have a significant impact on the bottom line. A more productive workforce can help businesses to produce more products or services, reduce costs, and improve customer satisfaction.

There are three main components of employee productivity: effort, results, and efficiency.

- **Effort** is the amount of physical and mental energy that an employee puts into their work. Employees who are more motivated and engaged are more likely to put in more effort.
- **Results** are the outputs of an employee's work. Results can be measured in terms of quantity, quality, or timeliness.
- **Efficiency** is the ratio of output to input. A more efficient employee is able to produce more output with less input.

Employee productivity can be improved by focusing on all three of these components. Businesses can improve employee motivation by providing employees with challenging and rewarding work, as well as opportunities for growth and development. Businesses can also improve employee results by providing employees with the tools and resources they need to

do their jobs effectively. And businesses can improve employee efficiency by streamlining processes and eliminating waste.

By focusing on employee productivity, businesses can improve their bottom line and create a more positive work environment for their employees.

Effort

Employee effort is the amount of physical and mental energy that an employee puts into their work. Employees who are more motivated and engaged are more likely to put in more effort. There are many things that businesses can do to increase employee effort, including:

- Set clear goals and expectations. Employees need to know what is expected of them in order to be motivated to perform at their best.
- Provide regular feedback. Employees need to know how they are doing in order to stay motivated.
- Recognize and reward good performance. Employees who are recognized and rewarded for their good work are more likely to continue to put in effort.
- Create a positive work environment. Employees who are happy and satisfied with their work are more likely to be motivated to put in effort.

It's possible to judge an employee's productivity based on the level of effort they put into their job. For example, let's assume your office has the standard 9-5 schedule; if an employee comes in at 8, stays until 6 and doesn't appear to take a break, you might consider that employee more productive than a counterpart that shows up late, takes a long lunch and leaves early. Judging productivity by this metric alone is flawed, however, because it doesn't factor in how much value those hours are truly worth.

Results

Employee results are the output of an employee's work. Results can be measured in terms of quantity, quality, or timeliness. Businesses can improve employee results by:

- Providing the right tools and resources. Employees need the right tools and resources in order to do their jobs effectively.
- Removing obstacles. Employees need to be able to focus on their work without being hindered by obstacles.
- Creating a culture of continuous improvement. Employees need to be encouraged to continuously improve their work.

You can also judge productivity based on results. For example, you might use the number of products you sell as baseline for your productivity, Otherwise, you might look at the number of sales closed, the number of policies written, or the number of calls made, or even key touch metrics. This metric is in some ways superior because it allows you to judge how much value an employee brings to your company – and after all – productivity is all about judging relative value. However, it does have its weaknesses, since it means some employees could be wasting time or resources in the pursuit of those results.

Efficiency

Employee efficiency is the ratio of output to input. A more efficient employee is able to produce more output with less input. Businesses can improve employee efficiency by:

- Streamlining processes. Businesses can identify and eliminate unnecessary steps in their processes.
- Eliminating waste. Businesses can identify and eliminate unnecessary costs.

- Empowering employees. Employees who are empowered to make decisions are more likely to be efficient.

By focusing on all three of these components, businesses can improve employee productivity and create a more positive work environment for their employees.

Efficiency requires you to look at how much you've spent in order to get a certain result. For example, you might look at how many hours of work it takes to ach a certain level of closed sales, or you might judge how many weeks it takes to complete a specific project. Efficiency attempts to close the gap, letting you determine productivity as a rate over time, rather than a final measure in any way.

Ideally, you'll be able to track employee productivity in all these dimensions at once.

Common Productivity Measures

There are many ways that companies measure productivity. Some of the most common methods include:

- Output per hour: This is the most basic measure of productivity, and it is calculated by dividing the total output by the total number of hours worked.
- Sales per employee: This measure of productivity is calculated by dividing the total sales by the number of employees.
- Cost per unit: This measure of productivity is calculated by dividing the total cost of production by the number of units produced.
- Customer satisfaction: This measure of productivity is calculated by surveying customers and asking them how satisfied they are with the company's products or services.

The best way to measure productivity will vary depending on the specific industry and the company's goals. For example, a manufacturing company might focus on output per hour, while a service company might focus on customer satisfaction.

It is important to note that productivity is not just about output. It is also about quality and efficiency. A company that produces a lot of output but has low quality or is inefficient is not as productive as a company that produces less output but has high quality and is efficient.

About the Author

Dawnfelice Boscon has over 18 years of experience in the healthcare industry, with a focus on customer service, coaching, and continuous improvement.

Dawnfelice began her career at technology giant Intel Corporation in the IT division as TAC Manager for a remote technical support team based in Folsom California supporting 10K employees at the Dupont, Washington and Hillsboro, Oregon sites before moving to Minnesota to work with the educational software company Individual Learning LLC.

Dawnfelice found her passion for home health care in 2005. She joined Allina's DME division in 2018 in the documentation department, quickly rising through the ranks, and by 2020 she was the Director of Operations for this large hospital-based home health care company in Minnesota. In this role, she was recognized with a Key Contributor Award in 2020 for successfully improving employee engagement to record levels. She was also responsible for driving the improvement of held and stopped revenue from over \$4M to \$700K in 13 months while reducing processing workforce by more than 40% through productivity tracking, process improvements and training.

Through the COVID19 pandemic, Dawnfelice's signature quote of *"Kindness is the best medicine"* became reality as she instituted support initiatives like "Resiliency Tuesday" and "Daily Kind" communications to support both leadership and front-line staff.

In the midst of the pandemic (2021), Dawn joined Adapthealth as the Director of Customer Service through acquisition. Adapthealth is a leading provider of durable medical equipment providing medical equipment like home oxygen and respiratory equipment with the goal of keeping people healthy and in their homes. In this role, Dawnfelice is responsible for process development, quality assurance and productivity tracking for a multi-state region. She also oversees the development and implementation

of a new customer service training program and development and implementation of a holistic productivity tracking system.

As a strong believer in the power of coaching and continuous improvement she believes that everyone has the potential to grow and develop, and she is passionate about helping others reach their full potential. As the owner of Hermitage Enterprises LLC, she provides professional leadership coaching and classes. She is also a strong advocate for continuous improvement, personally subscribing to the idea of *Kaizen*, and she is always looking for ways to make the customer experience even better. She has a proven track record of success in implementing continuous improvement initiatives. She has helped teams to identify and address areas for improvement, and she has helped teams to implement changes that have resulted in improved customer satisfaction.

Dawnfelice is a highly skilled and experienced customer service professional. She is also a strong leader, coach, and advocate for continuous improvement. She has a proven track record of success in coaching. She has helped many employees to improve their skills and performance, communication, and collaboration.

In her personal life, Dawnfelice is the mother of six grown children. She lives in Charlotte, North Carolina with her husband Chris. She enjoys golfing, creating art and collecting mermaid tails. She is also an avid reader and loves to travel to exotic locations to swim in her mermaid tail collection.