

**Why Employees Really Stay with Your Organization (& perform at their personal best):**

**Employees' Relationship with the Organization's Leaders and Their Manager:**

- I trust the leaders who run this organization.
- My opinion means something. I am listened to.
- I feel respected (by my manager) and have good relationships in the organization.
- My work is challenging and interesting.

**Increasing Trust in the Leadership Team**  
**Give more information than you think you need to.**

- Hold town hall meetings. Give financial updates.
- Use 'Ask the CEO' boxes
- Leaders conduct small, roundtable discussions with employees



**Actions Leaders Can Take:**

- Know employees' names, talents & career goals
- Be visible. Talk to employees.

**Leaders' Words and Actions Need to Be Aligned:**

- Organizational guidelines are applied consistently among all employees
- No gossip or chucking other leaders under the bus
- Be consistent. "The CEO says this, but we're going to do this instead."

**Notes:**

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## Be A Great Place to Work

### The Four Things You Must Do to Be A Great Place to Work

#### Candor Questions for Leaders:

- What's the conversation in the break rooms, bathrooms and parking lot?
- What do I need to know that people aren't telling me?
- What's a good decision we made in the last six months?
- What's a decision we made that you question?
- What would increase our profitability?



#### Create Occasions for Candor.

**Ask:** “What should we start, stop & continue doing” after every meeting, project, hiring process, etc.

#### Reward People Who Speak Up - Contests & Awards:

##### Recognize the Person Who:

- Provided the Worst News
- Expressed a Counter Point of View
- Failed While Trying to Create Something New

#### The Speaker:



Shari Harley runs Candid Culture, a Denver-based training firm bringing candor back to the workplace, making it safe to tell the truth at work. Shari is the author of the book *How to Say Anything to Anyone*. She has a master's degree in Communication and taught leadership development at the University of Denver. Her clients include Great-West Financial, Blue Cross Blue Shield, OtterBox, DirecTV, Noodles & Company, Starz Entertainment, the cities of Denver, Lakewood, Westminster, Jefferson County, Adams County and many

others. She has spoken in India, Dubai, Australia, Singapore, Malaysia and Thailand. Shari's almost alarmingly engaging style makes it impossible to nod off in her programs. Participants will be laughing while they're learning and will walk away with tools and techniques to transform any relationship.

Watch videos, learn more about our training programs and order tools and resources at [www.candidculture.com](http://www.candidculture.com).

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