



# Introduction

Do you feel joy when you walk into your workplace? Does your team?

I am talking about true joy, real happiness, too often a rarity in today's dysfunctional workplaces.

Over the past decade, I've researched and tested—in a variety of workplaces—concepts and tools to build a foundation of happiness that not only puts smiles on faces, but brings joy to your bottom line.

My journey to happy workplaces began out of the sheer need to survive. I was the newly appointed CEO of a moving company that on the surface seemed to be going places but behind closed doors was spiraling out of control. When you walked through the door tension fouled the air.

The shop was paralyzed, held captive by constant conflict. Gossip undermined communication. There was little trust. The crew hated management and management didn't have faith in the crew. Team members hurled obscenities at one another daily. In a nutshell, everybody was unhappy, unproductive and disruptive.

Our customers sometimes bore the brunt of unhappy movers who didn't care about their job much less the family's precious belongings. Our expensive moving equipment was left behind on jobs, walls and furniture were dinged and dented, and we were hemorrhaging money, struggling to make payroll.

I was the boss and I sure as hell didn't feel good about coming to work. Neither did my team.

It was a mess.

Press fast forward to a few years later and our company of frustrated misfits had transformed into a leader in the moving industry:

We had **40 percent less turnover and twice the profits** of the industry average.

A jaw-dropping turn around. How did we do it?

We learned the happy dance together, one step at a time. Of course along the way we stumbled, tripped and adjusted.

My experiences at the moving company led me to work with the Industrial Organizational Psychology department at Colorado State University a few years later. *There we discovered what makes employees feel good about coming to work—and how to measure it.* It's then that I opened the doors to my culture consultancy, Choose People. The tools outlined throughout this book are the result of my experiences backed by solid academic research.

I am a stand for joy in the workplace.

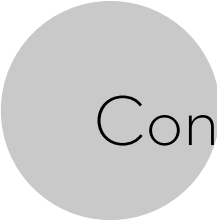
Shifting the national work conversation from one of apathy and woe to one of success through joy creates a ripple effect in our lives and in our communities.

When we make workplaces better, we make the world better.

### **Good news, it's not that hard.**

What you hold in your hands is a how-to book. It's filled with juicy content and a lot of implementable "Action Jacksons." You can read it cover to cover. Or you can use it as a companion to the Culture Works workbook and book club, creating change chapter-by-chapter. The choice is yours how you use it; either way I'm glad you're along for the ride.

So...grab my hand and let's dance together into a more productive, a more profitable and a happier workplace.



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*To all the bosses, leaders, and managers  
striving to do the right thing.*



*“When people feel good about coming to work it ripples into the community, into the homes and the coffee shops and the parks and ball fields. When people are happy at work, they are better parents, spouses, volunteers and citizens. When we make the workplace better, we make the world better.”*

**Kris Boesch**