

optionshouse  
optionshouse.com\$9.95 | \$0  
per trade per contractIntroducing **flat rate** options pricing.  
Unlimited contracts.  
No hidden fees.  
No surprises. [Learn more >](#)

Search (choose an option below)

[advanced search](#)

TD AMERITRADE

GO

• [Select](#)

- [Select Homepage](#)
- [Stock Screener](#)
- [Market Map 1000](#)
- [Fund Screener](#)
- [Stock Compare](#)
- [Fund Map 1000](#)
- [Fund Compare](#)
- [Market Radar](#)
- [Correlation Tracker](#)
- [Power Allocator](#)
- [Portfolio Mixer](#)
- [Streaming Quotes](#)
- [More...](#)

HOOVERS  
A D&B COMPANY• [Portfolio](#)

- [Create Portfolio](#)

• [Tools & Maps](#)

- [Portfolio Tracker](#)
- [Watchlist](#)
- [Calendar](#)
- [Intraday Alerts](#)
- [News Alerts](#)
- [Sector Tracker](#)
- [ETF Center](#)

Stocks: [The Pro Shop](#): Relationships, Not Pay, Are Keys to Job Satisfaction

The Pro Shop

## Relationships, Not Pay, Are Keys to Job Satisfaction

By [Lisa Scherzer](#) Published: December 21, 2006Click [here](#) for more stories by [Lisa Scherzer](#).[HP Print This Story](#)[Add to del.icio.us](#)[Save This Story](#)[Read/Post Comments \(11\)](#)[Digg it](#)[Add this column to your News Alerts \(New!\)](#)[RSS](#)

Featured Tools Sponsored by

[Send this story to a friend](#)

Sponsored By

FedEx.

Relax, it's FedEx.®

**IN THE GIFT-GIVING** bonanza that is the holiday season, bosses often feel compelled to bestow a token of appreciation on their hard-working employees. First-year lawyers at top white-shoe firms are pocketing **\$30,000** in year-end bonus money, while some Wall Street **execs** are getting eight extra figures in their bank accounts. Elsewhere in corporate America, however, employees are more likely to get a **frozen turkey** or a \$25 gift certificate to Home Depot than cash. No doubt many workers are going home Christmas Eve feeling unappreciated.

To make workers feel truly appreciated, though, money and perks only go so far, says Beverly Kaye, a career development consultant and CEO of Sherman Oaks, Calif.-based Career Systems International. Not to sound too touchy-feely, but she says it's really more about relationships than monetary rewards.






Employees tend to be more satisfied — and tend to stay at their jobs longer — if they have a good relationship with their managers, says Kaye, co-author of "Love 'Em or Lose 'Em: Getting Good People to Stay." Beyond a reasonable salary,

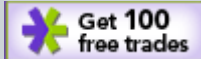
### Laborers of Love




**"A Harvard study came out years ago showing that the happier the employee, the better customer service they give, and the better customer service, the better the profitability. It's like 'duh.' It makes perfect sense. Companies that have engaged employees — who are turned on and tuned in, not just tucked in — will be more profitable."**

**Beverly Kaye**Chief Executive  
Career Systems International[Archive](#)

- [Map of the Market](#)
- [Streaming Quotes](#) 
- [Stock Screener](#) 
- [Stock Compare](#) 
- [Price Check Calculator](#)
- [Map Your Portfolio](#)
- [Market Map 1000](#) 
- [ETF Map](#)
- [Mutual Fund Map](#)
- [Sector Maps](#)
- [Fund Map 1000](#) 
- 



#### • **Stocks & Options**

- [Daily Briefing](#)
- [Common Sense](#)
- [Tradecraft](#)
- [Ahead of the Curve](#)
- [Under the Radar](#)
- [The Invisible Hand](#)
- [One-Day Wonder](#)
- [Sector Patrol](#)
- [Stock Screen](#) 
- [Financial Planners](#)
- [Annual Broker Survey](#)
- [Intraday Alerts](#)
- [News Alerts](#)
- [SmartMoney TV](#)
- [Options](#)
- [Options Education](#)
- [Bonds](#)
- 



#### • **Funds**

- [Fund Map 1000](#) 
- [Fund Screener](#) 
- [Fund Compare](#) 
- [Fund Screen](#) 
- [Fund Insight](#)
- [Fund Finder](#)
- [Fund Map](#)
- [Fund Snapshots](#)
- [Fund FAQs](#)
- [Top 25 Funds](#)
- [The Pro Shop](#)
- 

personalized recognition is the key to retaining good employees, she says.

"A manager who shows appreciation, who will talk with employees about their career goals, who will understand the problems we have in balancing our home life and work life, who takes the time to ask how a sick relative is — people are loyal to that manager," Kaye explains.

SmartMoney.com asked Kaye how managers can better appreciate what their employees want, and how to create a more productive working environment.

**SmartMoney.com: Now is the time of year when employees expect some sort of special year-end bonus or gift as a sign that their companies appreciate their work. Beyond the little extras, how can managers ensure a happy staff?**

**Beverly Kaye:** My book is based on the belief that managers can do a lot to keep their people. And that it isn't just about money and perks. It's about the relationship between the manager and their direct report. We looked at a lot of interviews.... We talked to managers around Christmastime about what gift they can give to employees. We think they should give recognition. What we're finding in the research is that, in fact, employees will stay longer depending on the quality of the relationship they have with their manager. So a manager who shows appreciation, who will talk with employees about their career goals, who will understand the problems we have in balancing our home life and work life, who takes the time to ask how a sick relative is — people are loyal to that manager.

In our research, we asked over 20,000 people the question: Why do you stay? Not why do you go? No. 1 was I stay if I'm challenged and learning. No. 2 was if I feel that my career is being developed. No. 3 was I work with some great people. No. 4 was for the pay. So the manager has influence over those top three. And too many managers say "there's nothing I can do about pay, and it's all about pay, so I can't do anything." And I think that's a copout.

**SM: What are some specific employee-recognition programs you've found to be successful?**

**BK:** Many companies have wonderful recognition programs where they teach managers how to go beyond just monetary recognition, to let people know when they're doing a great job.... Some companies give managers the freedom to reward people with time — extra time off, the ability to have flex time. Some managers are totally free to use that as a form of saying thank you. On employee opinion surveys, one of lowest-rated things is "I don't know where my career is going." So many organizations are committed to teaching their managers how to have the career conversations with their direct reports.

**SM: Is there an overarching reason why employees usually leave their jobs?**


**BK:** What we found was that employees (in their exit interviews) when we asked why did you really leave, they say "I left because my boss was a jerk and I couldn't stand it anymore." They gave us a list of 55 characteristics: arrogant, critical, never gives positive feedback, ignores great ideas, takes ideas as your own. When you're a jerk all the time, or to certain people all the time, you're not going to hang on to those people.

- [The Pro Shop Archive](#)

#### Stock-Watching Tools

- [Intraday Stock Alerts](#)
- [Map of the Market](#)
- [Your Portfolio](#)
- [Tear-Off Watchlist](#)
- [Daily Briefing](#)
- [Breaking News](#)
- [Updated Market Overview](#)

#### Today on SmartMoney

- [Unified Managed Accounts Are in Vogue, But Watch Fees](#)
- [Touch-Tone Trouble](#)
- [All the Talk of Oil's Freefall Means Prices Are Set to Rise](#)
- [2007 Could be the Year Tech Funds Return to the Top](#) 



- [ETFs](#)
  - [ETF Tracker](#)
  - [ETF Screener](#)
  - [ETF Compare](#)
  - [ETF Map](#)
  - [ETF Focus](#)
  - [Tradecraft](#)
  - [Ahead of the Curve](#)
  - [Sector Patrol](#)
  - [Common Sense](#)

- [Personal Finance](#)

- [University](#)
- [Autos](#)
- [Career Journal](#)
- [College Planning](#)
- [Deal of the Day](#)
- [Debt Management](#)
- [Health Care](#)
- [Insurance](#)
- [Life](#)
- [LTC Insurance](#)
- [Real Estate](#)
- [Retirement](#)
- [SmartMoney TV](#)
- [Tax Guide](#)
- 



- [Economy & Bonds](#)

- [Key Indicators](#)
- [Bond Market Update](#)
- [Short Term Investing](#)
- [Living Yield Curve](#)
- 



- [Small Business](#)

- [Business Travel](#)
- [Intro](#)

### SM: What's an effective token of appreciation for Christmastime?

**BK:** Around this time of year, we do the parties, bonuses, gifts. I think an appreciative note like what I did for all my people is a good idea. I have about 25 full-time and 25 part-time employees. I wrote everybody a personal note telling them precisely what I appreciate about each one of them. The more you personalize, the more the person appreciates it.... I'd also take my employees on a walk and ask them: What can I do to keep you for another year?

### SM: Is there a real link between employee satisfaction and the financial performance of a company?

**BK:** Yes, absolutely. A Harvard study came out years ago showing that the happier the employee, the better customer service they give, and the better customer service, the better the profitability. It's like "duh." It makes perfect sense. Companies that have engaged employees — who are turned on and tuned in, not just tucked in — will be more profitable.

[The Pro Shop Archive](#)

Last 5 comments on this story [View all 11 comments](#)



**californiasteven**

Posted: 1:57 PM On December 26, 2006

You are all right. It is both. You can't tell people you care about them and not try to help them materially. I think it says something like that in the Bible too....On the other hand I have worked in some places where the only thing the management understands is giving out money and that alone will not work either.



**inflationrising**

Posted: 11:42 AM On December 25, 2006

Its all the relationships at the job, including co-workers, not just the manager. Ive known jobs where people (incl me) have left giving up a lot of money simply because of the work atmosphere. You do spend a large part of your day there. And Ive had friends who were in happy jobs but felt like they were missing out on more lucrative op.. elsewhere and ended up leaving. Bottom-line, money can only go so far. As long as the pay is competitive, rest is what kind of env you can offer.



**cdbram**

Posted: 7:29 AM On December 23, 2006

This article sounds like it was written by my Manager...what a moron!!  
SHOW ME THE MONEY, not the BS!!



**cjwolfe5**

Posted: 12:21 AM On December 23, 2006

- [Franchise 500](#)
- [Startup Journal](#)
- [Incorporation](#)
- [SmartMoney TV](#)
- 



• [Technology](#)

- [Techsmart](#)
- 



• [Magazine](#)

- [CEO Interview](#)
- [Stockscreen](#)
- [Mossberg Report](#)
- [Subscribe](#)
- [Give a gift](#)
- [Customer Service](#)
- [Media Kit](#)
- [Editorial Calendar](#)
- [Custom Publishing](#)

The science called emotional intelligence teaches that emotional needs vary. Relationships are key to those who do not aspire to be managers. Managers however place great importance on pay. All people want more money when they are unhappy with their jobs. Some companies reinforce the importance of valuing employees and reward strong relationships. I work with a few, Gaylord Palms Resort in Orlando, the Opryland in Nashville, the AIG American General Life Companies and Concord Hospital in NH.



**145antiques**

**Posted:** 7:20 PM On December 22, 2006

What if the companies could do both: money plus recognition? As in: a great personalized note with some cash in it. As a small business owner, works great for me



[Read/Post Comments\(11\)](#)

**[For more answers to your tough investing questions, subscribe to SmartMoney Magazine.](#)**

[To license this content, click here](#)

ADVERTISEMENTS

- [\\$7 stock trades, fast executions & exceptional service at Scottrade](#)
- [Learn How to Find Ten-Bagger Stocks - Click here for Free Seminar!](#)
- [Market headed for a fall? Get stock forecast by Forbes columnist!](#)
- [The Motley Fool co-founders David & Tom Gardner's TOP 2 stock picks for 2006 - FREE Report!](#)
- [Compete against NFL pros in SmartMoney.com's All-Star Bowl for a chance to win \\$5000!](#)
- [Power E\\*TRADE: Low Trade Pricing. Get 100 Commission-Free Trades](#)
- [Switch to TD AMERITRADE and trade free for 45 days + get \\$100.](#)
- [Get a maximum refund guarantee with TaxCut Online from H&R Block.](#)
- [1000 BONUS POINTS. AMERICAN EXPRESS AND CHOICE PRIVILEGES REWARDS.](#)
- [Loans could make your debt worse. Consolidate the smart way w/CareOne.](#)
- [Sign up for a Free FX Online Guide and a Demo Practice Account](#)

Markets Top 10 Movers



<b>DJIA</b>	12556.08	▲	<b>41.10</b>
<b>Nasdaq</b>	2502.82	▲	<b>17.97</b>
<b>S&amp;P 500</b>	1430.73	▲	<b>6.91</b>
<b>Rus 2000</b>	794.26	▲	<b>5.81</b>
<b>10 Yr Bd</b>	4.77	▬	<b>0.00</b>
<b>DJTA</b>	4760.27	▲	<b>67.23</b>
<b>Wil 5000</b>	14426.00	▲	<b>75.76</b>
<b>S&amp;P 400</b>	820.43	▲	<b>5.72</b>
<b>Nas 100</b>	1844.81	▲	<b>9.95</b>



Sign up now for **FREE**  
SmartMoney.com Newsletters  
Enter your email address below

[Customer Service](#) | [Magazine Customer Service](#) | [Subscribe to SmartMoney Magazine](#) | [Your Profile](#) | [Contact Us](#)  
[Corrections](#) | [Custom Publishing](#) | [License Our Content](#) | [Media Kit](#) | [Press Room](#) |  [RSS](#)

SmartMoney.com © 2007 SmartMoney. SmartMoney is a joint publishing venture of Dow Jones & Company, Inc. and Hearst SM Partnership. SmartMoney is a registered trademark. All Rights Reserved. Relationships, Not Pay, Are Keys to Job Satisfaction (Career Systems International). By accessing and using this page, you agree to our [terms and conditions](#) and our [PRIVACY STATEMENT](#). All quotes delayed by 20 minutes. Delayed quotes provided by [ComStock](#). Historical prices and fundamental data provided by [Hemscott, Inc.](#) Mutual fund data provided by [Lipper](#). Mutual Fund NAVs are as of previous day's close. Earnings estimates provided by [Zacks Investment Research](#). Insider trading data provided by [Thomson Financial](#). Upgrades and downgrades provided by [Briefing.com](#).