

# Advice, How-To and Miscellaneous

## HARDCOVER

- |    |                                                                                                                                                           |    |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 1  | <b>THE SECRET</b> , by Rhonda Byrne. (Atria/Beyond Words, \$23.95.) The key to getting what you want.                                                     | 24 |
| 2  | <b>THE DANGEROUS BOOK FOR BOYS</b> , by Conn Iggulden and Hal Iggulden. (Collins/HarperCollins, \$24.95.) Skipping stones and other essential activities. | 8  |
| 3  | <b>THE BEST LIFE DIET</b> , by Bob Greene. (Simon & Schuster, \$26.) The author of "Total Body Makeover" offers a lifelong plan for losing weight.        | 11 |
| 4  | <b>REPOSITION YOURSELF</b> , by T. D. Jakes. (Atria, \$24.) How to grow spiritually and materially through faith.                                         | 6  |
| 5  | <b>THE 4-HOUR WORKWEEK</b> , by Timothy Ferriss. (Crown, \$19.95.) Because life isn't all about work.                                                     | 3  |
| 6* | <b>THE 5-FACTOR DIET</b> , by Harley Pasternak with Myatt Murphy. (Meredith, \$24.95.) Meal plans, recipes and workouts based on the number five.         | 1  |

## PAPERBACK

- |   |                                                                                                                                                         |     |
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| 1 | <b>1,000 PLACES TO SEE IN THE U.S.A. AND CANADA BEFORE YOU DIE</b> , by Patricia Schultz. (Workman, \$19.95.) Get to know more of North America.        | 2   |
| 2 | <b>1,000 PLACES TO SEE BEFORE YOU DIE</b> , by Patricia Schultz. (Workman, \$18.95.) A guide for traveling the world.                                   | 72  |
| 3 | <b>WHAT TO EXPECT WHEN YOU'RE EXPECTING</b> , by Heidi Murkoff, Arlene Eisenberg and Sandee Hathaway. (Workman, \$13.95.) Advice for parents-to-be. (†) | 319 |
| 4 | <b>SKINNY BITCH</b> , by Rory Freedman and Kim Barnouin. (Running Press, \$13.95.) Stop eating junk and start looking fabulous.                         | 1   |
| 5 | <b>THE FIVE LOVE LANGUAGES</b> , by Gary Chapman. (Northfield, \$13.99.) How to communicate love in a way a spouse will understand.                     | 9   |

# Advice, How-To and Miscellaneous Expanded List

## HARDCOVER

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| 7  | <b>THE CARROT PRINCIPLE</b> , by Adrian Gostick and Chester Elton (Free Press)                |
| 8  | <b>SECRETS OF THE MILLIONAIRE MIND</b> , by T. Harv Eker (Collins)                            |
| 9  | <b>THE WEIGHT LOSS CURE "THEY" DON'T WANT YOU TO KNOW ABOUT</b> , by Kevin Trudeau (Alliance) |
| 10 | <b>THE FIVE DYSFUNCTIONS OF A TEAM</b> , by Patrick Lencioni (Jossey-Bass)                    |
| 11 | <b>WHO MOVED MY CHEESE?</b> , by Spencer Johnson (Putnam)                                     |
| 12 | <b>THE LAW OF ATTRACTION</b> , by Esther and Jerry Hicks (Hay House)                          |
| 13 | <b>WOMEN &amp; MONEY</b> , by Suze Orman (Spiegel & Grau)                                     |
| 14 | <b>NOW, DISCOVER YOUR STRENGTHS</b> , by Marcus Buckingham and Donald O. Clifton (Free Press) |
| 15 | <b>DO YOU!</b> , by Russell Simmons with Chris Morrow (Gotham)                                |

## PAPERBACK

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|----|-------------------------------------------------------------------------------------------------------------------|
| 6  | <b>RICH DAD, POOR DAD</b> , by Robert T. Kiyosaki with Sharon L. Lechter (Warner)                                 |
| 7  | <b>GETTING THINGS DONE</b> , by David Allen (Penguin)                                                             |
| 8  | <b>THE PURPOSE-DRIVEN LIFE</b> , by Rick Warren (Zondervan)                                                       |
| 9  | <b>THE FOUR AGREEMENTS</b> , by Don Miguel Ruiz (Amber-Allen)                                                     |
| 10 | <b>THE BOOK OF USELESS INFORMATION</b> , by Noel Botham and the Useless Information Society (Perigee)             |
| 11 | <b>EXTREME FAT SMASH DIET</b> , by Ian K. Smith (St. Martin's Griffin)                                            |
| 12 | <b>THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE</b> , by Stephen R. Covey (Free Press)                                 |
| 13 | <b>THE WALL STREET JOURNAL. COMPLETE RETIREMENT GUIDE BOOK</b> , by Glenn Ruffenach & Kelly Greene (Three Rivers) |
| 14 | <b>THE ALLI DIET PLAN</b> , by Caroline Apovian (Meredith)                                                        |
| 15 | <b>THE GREEN BOOK</b> , by Elizabeth Rogers and Thomas M. Kostigen (Three Rivers)                                 |

Rankings reflect sales, for the week ended June 23, at many thousands of venues where a wide range of general interest books are sold nationwide. These include hundreds of independent book retailers (statistically weighted to represent all such outlets); national, regional and local chains; online and multimedia entertainment retailers; university, gift, supermarket, discount, department stores and newsstands. An asterisk (\*) indicates that a book's sales are barely distinguishable from those of the book above. A dagger (†) indicates that some bookstores report receiving bulk orders. Expanded rankings are available on the Web: [nytimes.com/books](http://nytimes.com/books)

# The New York Times

LIFE'S WORK

By LISA BELKIN

March 6, 2008

## Putting Some Fun Back Into 9 to 5

**W**ORK, in its most traditional sense, is the antithesis of fun. As my grandmother used to say, when I complained about a boss or a deadline, "There's a reason they call it work."

Grandma would be beyond surprised at what **Adrian Gostick** and **Scott Christopher** have to say in "The Levity Effect: Why It Pays to Lighten Up" (Wiley). The book, which is to be released later this month, examines how fun in the office increases the bottom line. And they are very serious about that.

"If they're busting a gut," said Mr. Christopher, a comedian and humor columnist for *Human Capital* magazine, they'll bust their bottoms.

"When they're laughing, they're listening," said Mr. Gostick, an author and consultant on employee motivation.

The two chuckle as they throw out favorite arguments:

**Being fun gets you hired!** A study of 737 chief executives of major corporations found that 98 percent would hire an applicant with a good sense of humor over one who seemed to lack one.

**Having fun makes people loyal!** According to a survey of 1,000 workers conducted for the authors by the research firm Ipsos, employees who laugh at work tend to stay. Those who rated their manager's sense of humor "above average" also said there was a 90 percent chance they would stay in their job for more than a year. If they worked for a boss whose sense of humor they describe as "average" or below, the employee's chances of staying dropped to 77 percent.

**Amusing people go far!** According to a study in the *Harvard Business Review*, executives described by co-workers as having a good sense of humor "climb the corporate ladder more quickly, and earn more money than their peers."

**A good laugh is good for your health!** A study from the University of Maryland showed that while stress decreased blood flow, humor increased it.

By 22 percent.

**Point taken.** Laughter is beneficial. And potentially good for business.

But isn't that knowledge its own form of stress? I mean, what if you aren't funny?

Don't we have enough to worry about at a job interview without adding "ability to do stand-up" to the list—humor is so subjective, and so potentially deflating when it falls flat. And don't bosses have enough to handle, what with this slumping economy, without being expected to rally the troops by making them laugh? There are quite a few smart and industrious folk out there who have no business (in either sense of the word) getting up at the front of the office and doing a comedy routine.

Not to worry, Mr. Gostick said. "We define levity as more of a lightness, more being fun than being funny," he said. "Great leaders have a way of bringing lightness into the workplace."

"The boss is not necessarily the humor giver," added Mr. Christopher (the two tend to take turns talking in interviews), "as much as the humor enabler, or, at least, the humor tolerator."

In recent years, a growing number of companies have strived to have "lighthearted" workplaces, Mr. Gostick said.

Bain & Company, the business consulting firm, does that by gathering more than 400 employees from around the world for the annual Bain World Cup soccer tournament. Lego America, which manufactures toys, encourages employees to travel the company campus via scooter. Google holds roller-hockey games in the parking lot twice a week, has ongoing Scrabble tournaments throughout the day and boasts a baby grand in the break room. In contrast, the Whole Foods break room has a far-less-grand chalkboard on which workers are urged to doodle.

Some companies actually put a group or an individual in charge of planning the levity.

At the advertising agency iris North America it's called "the Smile Squad," said Stewart Shanley, a founder. The squad, which is overseen by the Head of People (human resources at other companies) has its own logo and budget and is responsible for "general well-being and serendipitous happenings" at the 475-employee agency, Mr.



Daniel Horowitz

Shanley said.

"Keeping people happy is what makes them perform," he said. "The trick about running a successful business is to attract talent, and then this is the part people seem to forget, to manage and retain that talent. That's what the squads are for."

The Smile Squad often teams up with the Sports Squad, which sees that everyone gets some exercise, and the Lash Squad, which, Mr. Shanley explained, "takes people out and gets them merrily drunk once in a while."

Whoa. Company-sanctioned drinking? Might that not make some people uncomfortable? What about recovering alcoholics? What about those whose religion or health prohibit alcohol? What about those with malt and hops allergies?

"There's a time and a place," Mr. Christopher said. "Levity doesn't mean a lack of sensitivity."

But one person's sensitivity is another's wet blanket, and one person's idea of funny is another's grounds for a lawsuit. Just as some companies seem to be getting it right, recent history is also rife with examples of bosses who missed the mark.

A study out of Japan last month, for instance, explored the physical and emotional damage experienced by women working retail jobs who are required to smile continuously. They

are sometimes trained by a "smile consultant" who urges wider, brighter and more teeth.

Dr. Makoto Natsume, a psychiatrist at Osaka University, has identified what he calls "smile mask syndrome" and argues that it causes women to suppress their real emotions, leading to depression, muscle pain and repetitive-stress injury of the face.

In other words, enforced levity can make you sick.

And then there is Dr. Robert Woo, an oral surgeon of Auburn, Wash., who replaced two of his dental assistant's teeth with implants. The woman's family, as it happened, raised potbellied pigs, and she often talked about them with co-workers in the office.

While the patient was under anesthesia for the implants, Dr. Woo played a practical joke of sorts. He installed two bridges, which he had designed to look like boar tusks (which Dr. Woo must have thought were similar to potbellied pig tusks), and then took pictures of his sedated employee. By the time she awoke, proper new teeth were in place.

But the assistant learned what had happened when the photos surfaced at an office party.

She quit and sued, then settled out of court for \$250,000.

# Why saying “Thank you” is more than just good manners

A 10-year study of 200,000 managers and employees suggests that praising people for a job well done may lead to bigger profits, says Fortune’s Anne Fisher.

By Anne Fisher, Fortune senior writer  
April 12 2007: 6:46 AM EDT

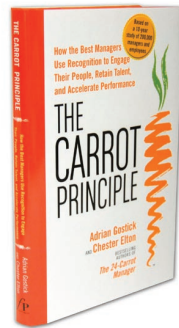
NEW YORK (Fortune) -- **Dear Annie:** I changed jobs last year, going from a small company (where I had worked since the start-up phase, over a decade ago) to an organization about 10 times bigger. I’ve made the adjustment pretty well, except for one thing. My old employer was very gung-ho about recognizing people for their achievements. If someone met a tough deadline or went above and beyond for a client, that person got a public pat on the back and maybe even a “prize” like a free dinner for two at a nice local restaurant.

My new company is completely different. No one ever says “thanks” for anything or shows any appreciation for extra effort, and as a result people don’t do anything more than the minimum required to get the job (sort of) done. I think this hurts the business, but I can’t convince my boss. Any thoughts? - *Trying to Help*

**Dear Trying:** I’d be willing to bet we’ve all worked in organizations like yours, at one time or another. Many years ago, Fortune had a top editor who made a point of never praising anyone for anything. Asked why not, he replied, “People who are good know they’re good. They don’t need to hear it.” Well, if any proof is needed that that approach to managing people is wrongheaded, here’s where to find it: “The Carrot Principle” (Free Press, \$21.00), a fascinating book by **Adrian Gostick** and **Chester Elton**, both consultants at Salt Lake City-based consulting firm O.C. Tanner ([www.octanner.com](http://www.octanner.com)).

The book’s subtitle says a mouthful - “How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance” - but the basic idea is simple: People will work harder and more enthusiastically for an appreciative boss, and companies that praise topnotch performance are more profitable than those that don’t. In a study of 200,000 managers and employees over a 10-year period, **Gostick and Elton** found that, in companies where few people agreed with the

statement “My organization recognizes excellence,” annual return on equity averaged a paltry 2.4 percent. By contrast, companies with a culture that emphasized thanking people for excellent performance racked up returns more than three times as high, at an average of 8.7 percent. (For the complete study, go to [www.carrots.com](http://www.carrots.com), under Research.)



Of course, anybody who has taken Statistics 101 will tell you that correlation doesn’t always imply causation, and companies that praise their workers are probably doing lots of other things right, too. Even so, at a time when employers are competing fiercely for top talent, the authors note that 79 percent of employees in a recent poll who had quit their jobs cited lack of appreciation as the main reason. It seems saying “thank you” is even more important in retaining people than paying them more money - and a pat on the back is free.

How can you persuade your boss to start recognizing his team’s achievements? **Adrian Gostick** says that about one-third of managers in the Fortune 100 companies he works with are, like my old editor, dead set against the idea of praising people. “They don’t believe in it. They’re always the ones sitting in the back of the room at our seminars with their arms folded, and that negativity often spreads to others,” he says. “To overcome their resistance, we start by asking why they don’t want to. Often they say they don’t have time. But

another big reason is, lots of managers want to be seen as ‘tough,’ and recognizing people looks ‘soft’ to them. Another obstacle is that they just don’t know how.”

That doesn’t mean your boss can’t change. **Gostick** says that, in a former career as vice president of a bank, “I had to be told to recognize people. My employees urged me to do it.” He adds, “We’ve found that, if you encourage a reluctant boss to start with just a few small things, he or she is often pleasantly surprised by the response and will want to do more.”

“The Carrot Principle” is full of creative ideas for thanking employees, and you might take a look at those, and pass a few suggestions along to your boss. But some of them - like buying lunch for all employees who have to work on a Saturday and inviting their families to join them; or springing for an extra plane ticket so a spouse can accompany an employee on a business trip - may be too much for the budget. No problem.

Says co-author **Chester Elton**, “You don’t need to spend a lot of money to make an employee feel valued. We find that a handwritten thank-you note, which costs next to nothing and takes just a couple of minutes, is something people really love to get. It’s far more effective than an e-mail, especially if it’s timely and specific. It should say, not just ‘Way to go!’, but ‘You did a terrific job on that XYZ project.’ We’ve seen people who are so pleased to get these that they keep them for years.”

But let’s say you show your boss the bottom-line results of **Gostick and Elton’s** research and make a few gentle suggestions for how to start recognizing people, and he doesn’t budge. You know the grassroots-political maxim, “Be the change you’d like to see in the world”? If you were to make a habit of thanking colleagues and praising the people around you for a job well done - beginning with (why not?) your boss - who knows? You just might start something big.



## ESSENTIALS

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# Are You Using Recognition Effectively?

by Christina Bielaszka-DuVernay

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# Are You Using Recognition Effectively?

by Christina Bielaszka-DuVernay

Recognition gets paid great lip service. Ask three managers if they consider it important to recognize the value their teams deliver, and chances are very good that you'll get three positive responses.

But probe a little bit, and you'll discover that the walk is leagues away from the talk.

Manager 1 makes recognition a priority—when he has time to think about it. For Manager 2, recognizing her team means having sandwiches brought in once or twice a quarter for a conference room lunch. Manager 3 is fairly consistent in doling out praise and rewards—too consistent, in fact. The boilerplate language in his thank-you notes and the inevitable \$25 gift certificate to a “family style” chain restaurant have become an in-joke among his team members, generating eye rolls more than anything else.

For recognition to strengthen your team's performance, say **Adrian Gostick and Chester Elton**, authors of *The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance* (Free Press, 2007), it can't be haphazard, it can't be generalized to the group, and it can't be generic. So what characterizes recognition that actually works?

## 1. EFFECTIVE RECOGNITION IS FREQUENTLY DELIVERED

Once or twice a quarter won't cut it, as Manager 2 has not yet realized. Research conducted in 1999 by The Gallup Organization (Washington, D.C.) found that employees' engagement and motivation are strongly affected by how often they receive recognition for their work.

Three years after the U.S. branch of accounting firm KPMG introduced its recognition program, Encore, the number of employees who agreed with the statement “Taking everything into account, this is a great place to work” rose 20%. In analyzing the program's effectiveness unit by unit, Sylvia Brandes, KPMG's U.S. director of compensation, discovered that units offering their employees less frequent recognition suffered notably higher turnover than units in which recognition was a frequent occurrence.

So how frequently should you let your team members know you recognize and appreciate their efforts? At least once every other week.

We're not talking gold watches here, point out **Gostick and Elton**. “Managers who earn the most trust and

dedication from their people do so with many simple but powerful actions,” they write in *The Carrot Principle*. These can include sending them a sincere thank-you note, copying them on a memo praising their performance, or taking a moment in the weekly staff meeting to highlight their actions. To keep yourself on track, **Gostick and Elton** recommend maintaining a simple recognition scorecard for every employee that notes the date praise was given and for what.

## 2. EFFECTIVE RECOGNITION REFLECTS ORGANIZATIONAL VALUES

If you want recognition to reinforce the sort of thinking and behavior you'd like to see more of, connect your praise explicitly to the values of the organization, whether that's the team, the unit, or the company as a whole. If you're making a connection to company values, keep in mind that they may be less than clear to the employee.

“So many companies' mission or values statements go wrong,” says **Gostick**, head of recognition and training practice at Salt Lake City-based O.C. Tanner Company. “Either it's a laundry list or it lauds such feel-good but generic values as hard work, service, innovation, and so on. The result is that no one really knows what values or behaviors really matter.”

And even when the values are clearly defined and kept to a manageable number, employees are notorious for ignoring or tuning out the various means by which

### LENDING THE GREATEST IMPACT TO PUBLIC PRAISE

Whether presenting an employee with a formal award at a companywide ceremony or singling out a team member for praise at a staff meeting, use the power of storytelling to give the honor maximum impact. Gostick and Elton suggest using the acronym SAIL as a guide in telling an effective story about the employee's contributions:

- Situation:** Sketch the problem or opportunity that confronted the employee.
- Action:** Describe what actions he took in response.
- Impact:** Explain what impact those actions had.
- Link:** Link the employee's actions to the organization's values.

a company seeks to communicate them. When's the last time you read the company newsletter cover to cover? Or resisted the urge to fiddle with your BlackBerry during a speech about the company's values?

But the moment of personal recognition is one time that the employee is not tuning out. And if this occasion is before a group of her peers, chances are that many of them—particularly if they like and respect her—are also paying attention. So when you single out an individual for praise, whether it's in a one-on-one meeting or before a group, link that person's behavior with the organization's values. For example:

- *Thank you, Peter, for going the extra mile to keep our client happy. As you know, our team is trying to improve its service-renewal scores and this client is one of our biggest accounts, so your actions really mean a lot.*
- *That was a great idea to invite the special projects team to our staff meeting. We talk a lot around here about the value of cross-unit collaboration, but we don't always do such a good job of actually doing it! I really appreciate your efforts in this area—thanks.*

### 3. EFFECTIVE RECOGNITION IS APPROPRIATE TO THE ACHIEVEMENT

Remember Manager 3 and his \$25 restaurant gift certificates? His recognition efforts met with derision because he dispensed them without regard to the extent of the employee's effort or the magnitude of the employee's achievement. Someone who came in over the weekend to integrate the latest data into an important report received the same reward as someone whose three-month-long project unearthed an opportunity to eliminate \$50,000 annually in unit expenses.

"It's demotivating to give someone a minor award for a major accomplishment," says Gostick. "It's a slap in the face."

But before you think in purely monetary terms about what would be appropriate for a certain level of achievement, consider the fourth quality of effective recognition: it's customized to the individual.

### 4. EFFECTIVE RECOGNITION IS TAILORED TO THE INDIVIDUAL

What's meaningful to one employee versus another can vary significantly. A particularly ambitious employee might really value face time with the CEO or appointment to a high-level project team as recognition for her efforts. A very conscientious employee who always seems to have trouble leaving the office might get more out of an explicit directive to take a day off and take his family to the zoo, courtesy of the company.

Cash awards, say Gostick and Elton, tend not to be as worthwhile as thank-yous, unless they're quite substantial (\$1,000 or more). Instead of using the money to buy something special and memorable, most employees just use it to pay bills and quickly forget about its significance.

### WHAT ABOUT TEAM RECOGNITION?

Manager 2's mistake was to try to recognize individuals' efforts by giving blanket recognition to the group. It's a tactic that's next to useless.

But when your team as a whole achieves goals, recognizing its accomplishments is perfectly appropriate. And don't wait until the particular project is near completion.

"In sports, we don't wait for the team to win before we applaud; we celebrate each incremental step toward victory," says Gostick. "Yet in business there's this tendency to wait until the project is clearly working well before we celebrate anything."

At the start of a project, "set short-term goals and articulate the reward the team will receive for reaching them," he advises. Each milestone reached presents an occasion to celebrate everyone's contribution to the group effort, reinforce the project's importance, and reignite the team's commitment to working together creatively and collaboratively in pursuit of the end goal. ♦

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# Having a laugh

## Why every company needs a fun strategy

AS THE economic gloom deepens, the last thing the typical boss will feel like doing right now is laughing. So it is anyone's guess what he or she will think of a new book that makes the case for humour in the workplace—and not just the gallows sort.

"The Levity Effect", by **Adrian Gostick** and Scott Christopher, argues for lightening things up with such earnestness that it would pass for a spoof by the writers of "The Office", a wonderful sitcom that revolves around a boss's excruciatingly awkward attempts at jocular banter with the staff. Indeed, one of the book's "142 Ways to Have Fun at Work" is to hold a "marathon of 'The Office' at the office. Gather everyone to watch the best episodes of NBC's hit show during lunch for a week".



The jargon is no joke: want to be a "levity leader", anyone? Well, better that than a "jaw clencher" or a "brow knitter". And you have to wonder who the target reader is when the book's conclusion contains advice such as "start each day smiling in the mirror", "smile at your family", "go easy on the kids" and even, er, "smile at strangers".

Yet, as the authors point out, all this is justified because "fun is a serious business". There is, it turns out, a "connection between the punchline and the bottom line." Lighten things up at work and assuredly you will be—wait for it—"laughing all the way to the bank". No, seriously.

A remarkable amount of evidence supports the argument that levity pays: "Fun at work," Messrs **Gostick** and Christopher explain, "can provide a competitive advantage, help attract and retain employees, and provide the spark to jumpstart creativity." A fun workplace improves communication and morale, raises the level of employee trust, lowers employee turnover and increases profits.

### An effective leader?

"great" score unusually high marks from employees on the question "Are you working in a fun environment?" Great companies scored 81% on this, compared to 62% for companies ranked "good".

A study by Ipsos found that employees who rate their managers' sense of humour as "above average" rate the likelihood they will still be on the job in a year's time at almost 90%. Those who rate their managers' humour as "average" or "below average" rate their chances of staying at only 77.5%.

The top ten fun companies include Google—perhaps inevitably, given that its Mountain View headquarters, the Googleplex, offers Googlers free food, scooters, volleyball courts, a toy dinosaur and a yellow brick road. Starbucks also ranks (though the survey was done before the coffee retailer's recent troubles, including a lawsuit over who gets to keep the tips), as do the Container Store—a chain that sells, well, containers—and Nugget Market, a California grocery store.

Fun firms use a wide range of humour strategies. Intuit has a "fun committee" that organises events such as potluck breakfasts and jeopardy games. AstraZeneca has a "fun department" that brings "funsters" to the firm to sing, distribute toys and tell jokes.

Another firm, which lists "fun" among its core values, hands-out "Walk the Talk" awards, a set of wind-up chattering teeth presented by the chief executive accompanied by a kazoo band. KPMG, an accounting firm, holds online contests for staff (with great prizes), and gives away barbecue packs.

The authors are convinced that bosses can learn to be lighter-hearted without indulging in the fake friendliness of the boss in "The Office". Some of their suggestions might not go down well with the human resources department, however, such as "take candid photos of employees during work and at company events. Use them during internal PowerPoint presentations to liven things up. Drop in a caption or two if you can." As the saying goes: "1-800-LAWSUIT".

Indeed, the deadening hand of HR (or the publisher's lawyers) may have intervened in the section "a few red flags", which warns against humour that involves kidding, mockery, sarcasm or anger. And the same applies to the "Time and Place Rule": "The universally ignored law which dictates that before any workplace humour is executed, its bearer must determine, using reasonably sound judgment, if said humour is appropriate."

The best bet may be to hire people with a sense of humour. That was the philosophy of Herb Kelleher, the legendary boss of Southwest Airlines, an airline that is actually a pleasure to fly. One of his staff delivers one of the better and curiously timely lines in the book, "We're sorry for the delay, but our automated bag smasher is broken and we are having to break your bags by hand."

Oddly, the authors do not include your correspondent's top tip for maintaining workplace levity: don't ban your staff from using YouTube during office hours.

## In levity, plenty of political points Light-hearted appearances help candidates cultivate a persona

By Joanna Weiss, Globe Staff | March 10, 2008

As far as **Adrian Gostick** is concerned, Hillary Clinton's breakthrough moment came the night before the critical Texas and Ohio primaries, during an appearance via satellite on "The Daily Show With Jon Stewart." Looking weary-eyed but smiling, trailing in some polls, Clinton conceded that appearing on a comedy show was, at this stage in the race, "pretty pathetic."

It proved a few things about Clinton, said **Gostick**, coauthor of the new book "The Levity Effect: Why It Pays to Lighten Up." She could be spontaneously funny. She could banter with a skilled comedian. She could poke fun at herself. "It showed her intelligence," **Gostick** said. "It showed a humanity that, I think, more and more voters are wanting to see."

In other words, it was not pathetic at all, but the sort of savvy management of public persona that can pay dividends in a tight campaign. A presidential race, after all, is part issues referendum, part personality contest. And the most successful candidates figure out ways to strike a balance between gravitas and humanity.

Barack Obama, Clinton's primary foe, has done his share of persona control. In recent weeks, he has dabbled in lightness, spending time with reporters from *People* magazine and "Entertainment Tonight," taking part in a spread in *Us Weekly*, and dancing on the daytime talk show "Ellen," to the strains of James Brown's "Get Up Offa That Thing."

"People are still getting to know Barack Obama," said Jen Psaki, an Obama campaign spokeswoman. "This is an opportunity for people to learn, not just about where he stands on the war in Iraq, but also about his personal side."

But because of the inspirational image Obama tries to project - a leader in the tradition of the Rev. Martin Luther King who transcends both racial politics and politics-as-usual - there are limits to how self-deprecating he can be, said Richard Thompson Ford, a professor at Stanford Law School and the author of the book "The Race Card."

"As a charismatic leader," Ford said, "one can't afford to do things that undermine one's charisma."

Clinton, on the other hand, has seemed in the weeks leading up to her Ohio and Texas victories to be on a self-deprecating-humor offensive. It has stood in stark contrast to the other image Clinton has worked hard to project - the sort of stern, serious, competent person whom, as the campaign suggests in a now-famous ad, voters might trust most to handle a crisis in the middle of the night.

Clinton recently exploited another opportunity to keep herself accessible and human. Just as some media outlets were beginning to speculate that Clinton would drop out of the race, "Saturday Night Live" - in its first week back on the air after the writers' strike - aired a faux-debate sketch that mocked the media's purported love for Obama and its relative harshness toward Clinton.

When Clinton referred to that sketch in a televised debate in Ohio three days later, the moment seemed shrewdly calculated, said Kathleen Hall Jamieson, a communications professor at the University of Pennsylvania's Annenberg School of Public Policy.



Hillary Clinton was on "Saturday Night Live" this month with Amy Poehler, who impersonates her on the show. (Associated Press via NBC)

"I don't think it was spontaneous," Jamieson wrote in an e-mail. Clinton must have known, she wrote, that cable outlets would re-air the sketch, and use it as a backdrop for a discussion of Clinton's argument.

Such sketches make a far stronger case for Clinton than a serious complaint about media bias might, said Joshua Compton, who has studied political humor as a communications professor at Southwest Baptist University in Missouri. Since the 1960s, he said, political scientists have theorized about an "inoculation theory" of comedy, which suggests that being exposed to light, humorous attacks prepares a candidate for stronger criticism.

Mocking her own laugh on "SNL," as Clinton did with the show's impersonator Amy Poehler earlier this month, "seems not only appropriate, but endearing," Compton wrote in an e-mail.

Obama, too, has appeared on "SNL." He made a surprise cameo in October, appearing at a Halloween party and wearing an Obama mask. But it wasn't a self-mocking turn; the butt of the joke was Clinton.

And the venue is probably better suited to Clinton's needs as a candidate, Compton said.

"She needs to counter a harsh image, so what better venue than late-night comedy to show sociability?" he wrote. "Concerns about Obama seem to be more about inexperience, and late-night comedy doesn't do much to counter that."

But if comedy is trickier terrain for Obama, the candidate has been seeking other ways to humanize himself, said Ford, the Stanford Law professor. When Obama's wife, Michelle, complains about his domestic shortcomings on the stump, Ford said, her grumblings have a purpose.

"He wants to be likable, approachable, a real person and not so far held up on a pedestal that people can't relate to him," Ford said. "It's an interesting balance."

But Scott Christopher, the coauthor, with **Gostick**, of "The Levity Effect," said it might serve Obama well to mock himself more. As time goes on, after all, the jokes about him might increase.

"He needs to engage himself in that a little bit, as Hillary has done. Otherwise, he's going to be targeted by all the 'SNL' guys," Christopher said.

# The New York Times

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## How to Work More Hours and Still Go Home Early

By EILENE ZIMMERMAN

WHEN we think of someone putting in long hours on the job, the image is often one of late nights and the proverbial midnight oil. But professionals like Andrew Grumet, 34, a tax lawyer at Herrick, Feinstein, would rather clock many of those hours early in the morning.

Mr. Grumet, who works from the firm's offices in Newark and Manhattan, routinely works 13-hour days, but he is also back home in time to read bedtime stories to his children. He does it by leaving his house about 5 a.m., arriving at the office by 6 a.m. and leaving for the day about 7 p.m., which he says is considered early for lawyers.

Mr. Grumet has been with the firm for seven years. "At my stage of the game," he said, "as long as I'm billing hours and my work is perfect, no one is overly concerned with when I put in those hours."

He hopes to become a partner and says his colleagues know that he works long hours. "I know the first thing everyone does when they wake up is check their [BlackBerry](#), because that's what I do," he said. "If I'm at my desk at 6 a.m. and I respond to an e-mail within 30 seconds — from my desktop computer — people notice that."

Although he is not a morning person by nature, he finds that the quiet, early hours also allow him to work on career and business development projects, like writing articles for tax publications and preparing lectures for national conferences.

Although those who put in extra hours still usually do so in the evening, the situation is changing, said Ellen Galinsky, president of the Families and Work Institute in New York City. As older baby boomers leave the work force and younger workers like Mr. Grumet move into senior management, the workday is becoming much less rigidly defined, Ms. Galinsky said. "It's not a revolution but an evolution," she said. "Generation X and Y have different values and are more family-centric than baby boomers."

According to the institute's research, 42 percent of all working parents rely on each other to provide child care for children under 13. "These are tag-team couples," Ms. Galinsky said.

Face time at work, once considered essential for career advancement, is now less crucial because of technology. "It still matters, but there is now a tremendous variance in how much it matters to individual managers," said Karissa Thacker, a management psychologist and president of Strategic Performance Solutions in New York.

Ms. Thacker says managers now equate good performance with "the perception that you are on top of things."

“More and more I’m hearing, ‘If he were on top of his workload he wouldn’t need to be staying here until 8:30 at night,’ ” she said.

Marjorie Brody, an executive coach and founder of Brody Professional Development in Philadelphia, hears similar sentiments from the executives she coaches. “Often when employees work late all the time, managers ask, ‘Why aren’t they able to get their job done?’ ” Ms. Brody said.

Jill Tregillis Bacon, a partner in the audit department of PricewaterhouseCoopers in Los Angeles, switched from a 9 a.m. starting time to much earlier morning hours in 2003, when she was pregnant with her first child. She still works long hours but no longer stays late. Instead, she works most intensely from an office at home from 5 to 9 a.m. before heading downtown or to meet directly with clients. “Those hours became the most productive of my entire career,” she said. “I also noticed how much better my client and staff interactions were after 9 a.m.”

Ms. Bacon said she believed that her switch to earlier hours was the critical factor in her becoming a partner at PricewaterhouseCoopers.

Michael Song, chief executive and co-founder of Cohesive Knowledge Solutions, an e-mail management firm in Guilford, Conn., has always been an early bird. Before the company started in late 2004, he worked for a decade in pharmaceutical sales at [Pfizer](#) and won numerous performance awards.

“I would be in an emergency room at 5 a.m. so I could talk to doctors coming off the night shift and those starting the day shift,” he said. When he moved into management, Mr. Song used the early hours to prepare for high-level client meetings: “I would knock the socks off clients at a 9 a.m. meeting because I always felt so well prepared.”

Yet these success stories are still the exception. Most management experts say that working late is more readily acknowledged and rewarded than working early.

Research conducted by [Adrian Gostick and Chester Elton](#), human resources consultants, showed that “the No. 1 reason people are recognized on the job is extra effort, and typically, it’s being recognized for longer and later hours, rather than earlier,” [Mr. Gostick](#) said.

He and Mr. Elton surveyed 200,000 managers and employees nationwide from 1996 to 2006 for their book “The Carrot Principle: How the Best Managers Use Recognition to Engage Their People, Retain Talent, and Accelerate Performance.” The Jackson Organization, a market research group, financed the study.

IF you prefer working extra hours early in the morning, ensure that the time is acknowledged by making your presence known. If your manager is not in when you are, send e-mail or leave voice mail that is date- and time-stamped, said Francie Dalton, a workplace behavior expert and president of Dalton Alliances in Columbia, Md.

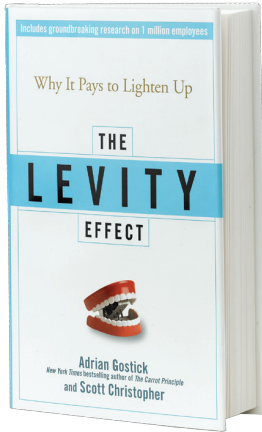
“If you want to move up the ladder, you have to make yourself visible,” Ms. Dalton said. As often as you can, “put something of value on the boss’s desk, so he sees it as soon as he gets in,” she said.

Discuss your early hours with your manager, said Ms. Brody, the executive coach, and ask if there are specific tasks you can tackle during that time.

But if you are an early bird struggling to fit into a night-owl culture, it may be time to switch to a company — or an industry — that values early workers, said Roberta Chinsky Matuson, a consultant at Human Resource Solutions in Northampton, Mass. “Industries like the airlines, hotels, 24-hour data centers, health care providers and global financial companies are places where those early-morning hours are valued,” Ms. Matuson said.

# Newsweek

By John Sparks | NEWSWEEK



**The Levity Effect: Why It Pays to Lighten Up** By *Adrian Gostick and Scott Christopher* Anybody who's ever had to cope day after day with a gloomy workplace will warm to the idea of having more fun on the job. Veteran business-book author *Gostick* and humorist-actor Christopher provide convincing evidence that a lighthearted work environment improves productivity and lowers employee turnover, too. What they're less successful at is explaining how to create a credible culture of levity in an existing organization. Their real world examples come from too few sources (though you'll learn quite a bit about Canada's Boston Pizza) and it's impos-sible to read advice like "give out plastic handclappers on dead-line day" and "hire a comedian" without envisioning Ricky Gervais's pratfalls on "The Office."