

Contents

	<i>Foreword</i>	vii
	<i>Acknowledgments</i>	x
	<i>Introduction</i>	xii
	<i>The Retention Connection</i>	xv
	<i>Loyalty Today</i>	xvii
FAST Strategy #1	◆ Address Potentially Sticky Situations Head On	1
FAST Strategy #2	◆ Allow Employees to Stretch	4
FAST Strategy #3	◆ Ask for Your Employees' Recommendations on Job-Related Problems	7
FAST Strategy #4	◆ Assess the Workplace Environment on an Ongoing Basis	10
FAST Strategy #5	◆ Be a Management Gladiator	13
FAST Strategy #6	◆ Be Available	15
FAST Strategy #7	◆ Infuse Passion and Let It Show	18
FAST Strategy #8	◆ Be Positively Unpredictable When It Counts	20
FAST Strategy #9	◆ Build Positive Alliances, Even with the Not-So-Positive	22
FAST Strategy #10	◆ Celebrate the Small Stuff	25
FAST Strategy #11	◆ Delegate, Enrich, and Empower	28

CONTENTS

FAST Strategy #12	◆ Encourage Community Involvement, Tap into the Energy	31
FAST Strategy #13	◆ Es, Es (or Eat, Eat)	33
FAST Strategy #14	◆ Find Opportunities to Collaborate with Other Departments, Units, Etc.	35
FAST Strategy #15	◆ Find Out What Motivates Employees, and Then Use It	38
FAST Strategy #16	◆ Give Credit	42
FAST Strategy #17	◆ Use SIMPLE Feedback	45
FAST Strategy #18	◆ What I Like About You	49
FAST Strategy #19	◆ Involve Employees in Decision Making Whenever Possible	51
FAST Strategy #20	◆ Involve Employees in the Hiring Process	54
FAST Strategy #21	◆ Hold Yourself to the Highest Standards	57
FAST Strategy #22	◆ Communicate for Understanding	60
FAST Strategy #23	◆ Have a Vision, Take Action	62
FAST Strategy #24	◆ Go to Bat	65
FAST Strategy #25	◆ Eliminate All Types of Harassment	67
FAST Strategy #26	◆ Help Raise Your Employees' EQ . . . and Yours Too!	69
FAST Strategy #27	◆ Grin, Win, and Have Some Fun	72

CONTENTS

FAST Strategy #28	◆ Develop Leaders, Not Followers	75
FAST Strategy #29	◆ Use Recognition That Works	78
FAST Strategy #30	◆ Mentor	81
FAST Strategy #31	◆ Understand Coaching Responsibilities	84
FAST Strategy #32	◆ Understand How to Coach for CHANGE	86
FAST Strategy #33	◆ Establish Goals and Have Frequent Goal Meetings	92
FAST Strategy #34	◆ Know What Your Competition Is Doing	95
FAST Strategy #35	◆ Conduct Effective Department and Team Meetings	97
FAST Strategy #36	◆ Understand Different Strategies for Dealing with Conflict	100
FAST Strategy #37	◆ Help Employees Develop a “Big Picture” Focus	104
FAST Strategy #38	◆ Get Rid of the Fickle Finger of Blame	107
FAST Strategy #39	◆ Lead the Change in Thinking	111
FAST Strategy #40	◆ Help Your People Adapt to Change	114
FAST Strategy #41	◆ Look for Opportunities to Develop Employees’ Skills	117
FAST Strategy #42	◆ Find the Jewel (When the Clouds Are Dark)	120

CONTENTS

FAST Strategy #43	◆ Know When to Raise the Standard Bar	123
FAST Strategy #44	◆ Use Failure as a Vehicle for Success	125
FAST Strategy #45	◆ Understand the Dynamics in the Organization	128
FAST Strategy #46	◆ Give Employees Authority to Solve Problems	131
FAST Strategy #47	◆ Heat Up the Iron and Then Strike While It's Hot	134
FAST Strategy #48	◆ Know Your Employees' Other Sides	136
FAST Strategy #49	◆ Be Creative to Bring in the Best and Brightest	138
FAST Strategy #50	◆ Understand Your Own Weaknesses	140
FAST Strategy #51	◆ Treat Your Employees Like Customers	143
FAST Strategy #52	◆ Know How to Sustain Improvements	147
Appendix A	Implementing FAST 52 Strategies—The Process Model	153
Appendix B	52 Resources for a Better Workplace	176
	<i>Index</i>	183