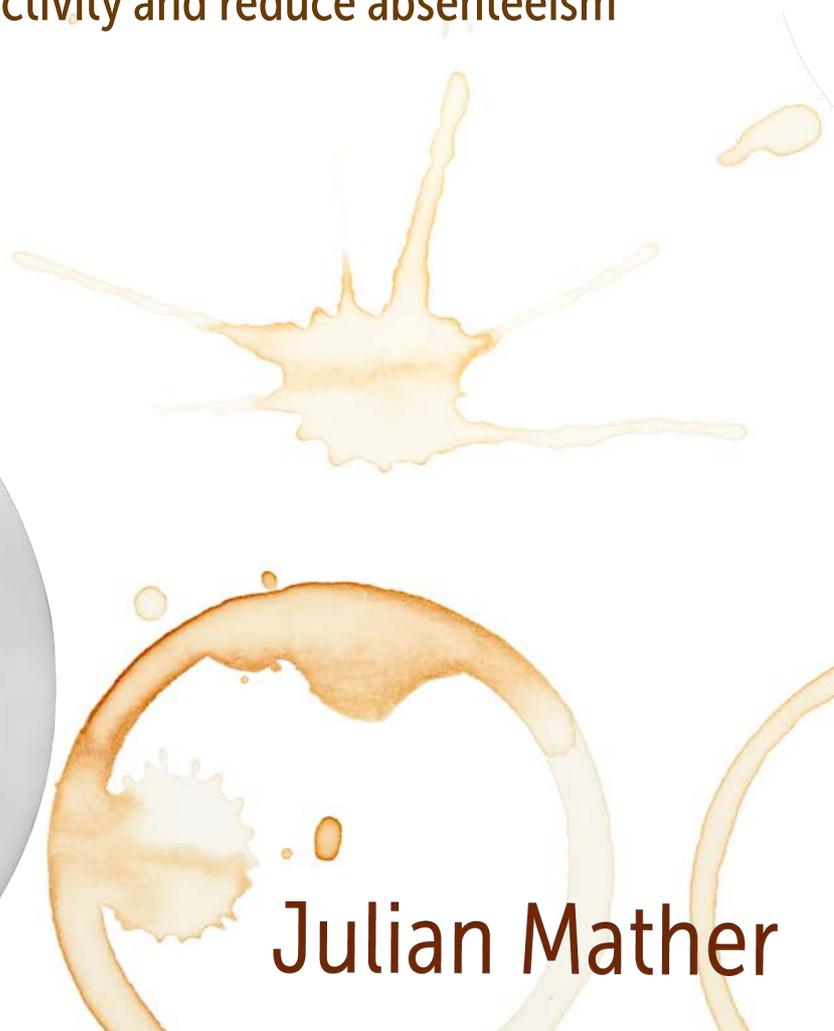
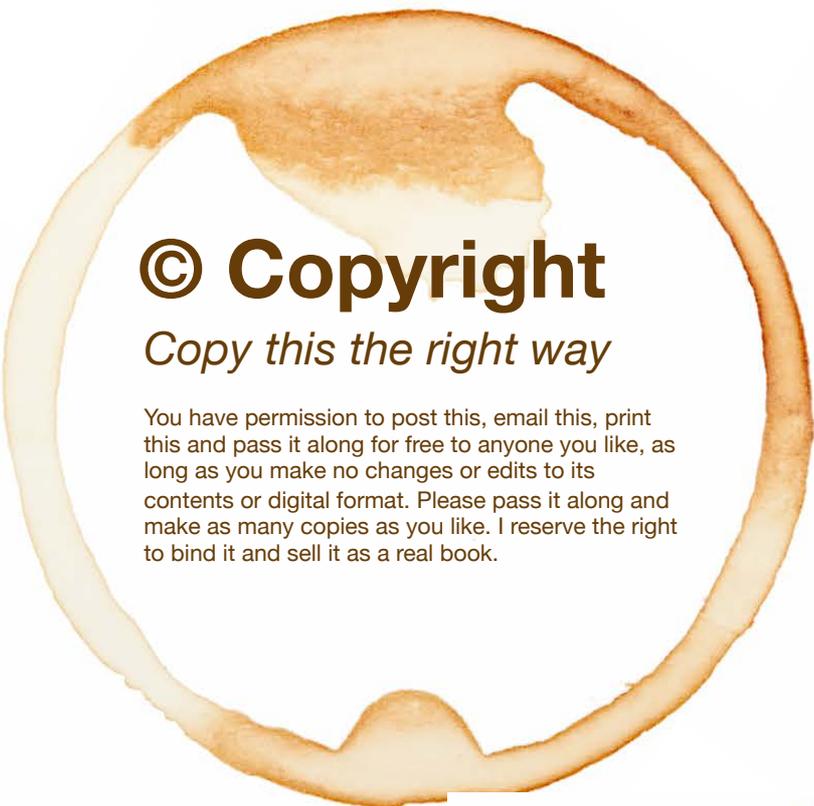


# The Real Cost of **Unhappy** Employees

How to lift employees from apathetic to activated  
to increase productivity and reduce absenteeism



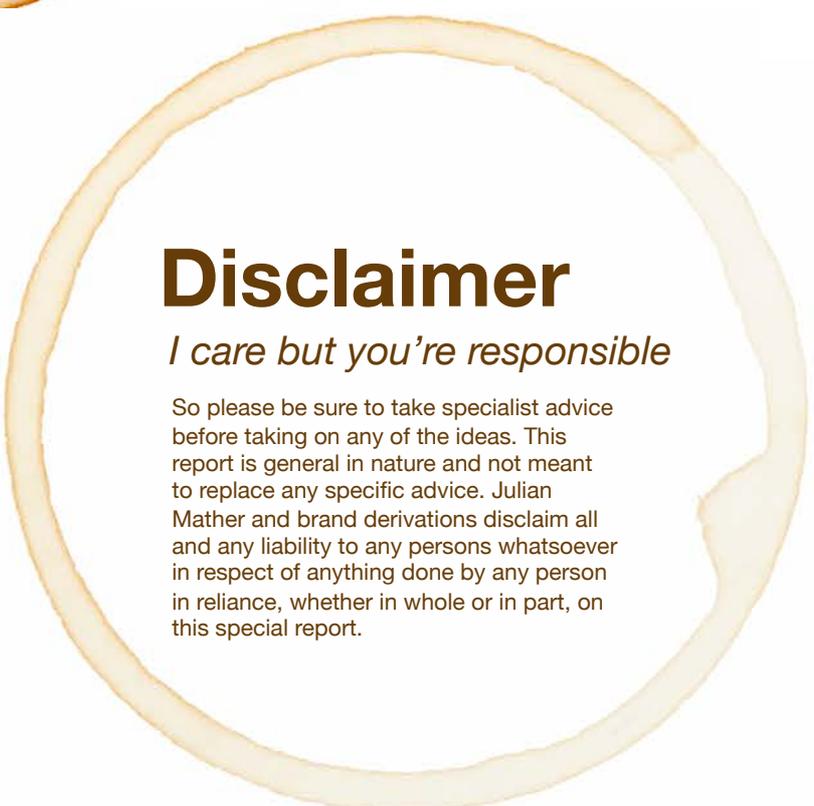
Julian Mather



## © Copyright

*Copy this the right way*

You have permission to post this, email this, print this and pass it along for free to anyone you like, as long as you make no changes or edits to its contents or digital format. Please pass it along and make as many copies as you like. I reserve the right to bind it and sell it as a real book.



## Disclaimer

*I care but you're responsible*

So please be sure to take specialist advice before taking on any of the ideas. This report is general in nature and not meant to replace any specific advice. Julian Mather and brand derivations disclaim all and any liability to any persons whatsoever in respect of anything done by any person in reliance, whether in whole or in part, on this special report.

# Executive Summary

There's a lot of people unhappy at work [1](#). Globally, industries are spending billions trying to re engage their workforce, with little to show in return. Whether a large multi national or a small employer, disengaged employees cost you real dollars in lost revenue through lost productivity every day.

There is a simpler solution and I can show you it with a piece of string.



Employers are trying to push employees to be more motivated and engaged. They are trying to find external solutions to an internal problem but motivation comes from within. The workforce will remain limp, unable to be moved, until internal strength is restored.

**Only the individual has the power to restore their internal strength. Therefore it is critical to empower the individual.** Luckily there's a neglected powerhouse within every individual. It's called personal responsibility. It's also become an endangered species. We live in a time when we are renegeing on our duty to exercise personal responsibility. You hear it all the time. I'm entitled to this..., that's not my problem..., the company owes me that.

The reasons for diminishing personal responsibility are growing. So too is our belief that we are justified in acting this way, and it's hurting us. It stunts our growth, both as individuals and as societies we live in.

It's time to speak out against the chorus of 'it's my right!' because the longer we don't, the longer we tip toe around calling it out for what it is - the problem - the longer we all suffer. You, me, your employees, your business, your families.

Businesses need to rethink their approach to improving engagement. What they are doing isn't working. Engagement stats have flatlined for nearly two decades.

Costly, lumbering, data driven programs are floundering because, remember, you can't push a piece of string. The missing key to this is to have the individual expect more from themselves. The surprising truth is many people simply don't know how. This is why they feel trapped in jobs and spend good parts of the day self sabotaging opportunities.

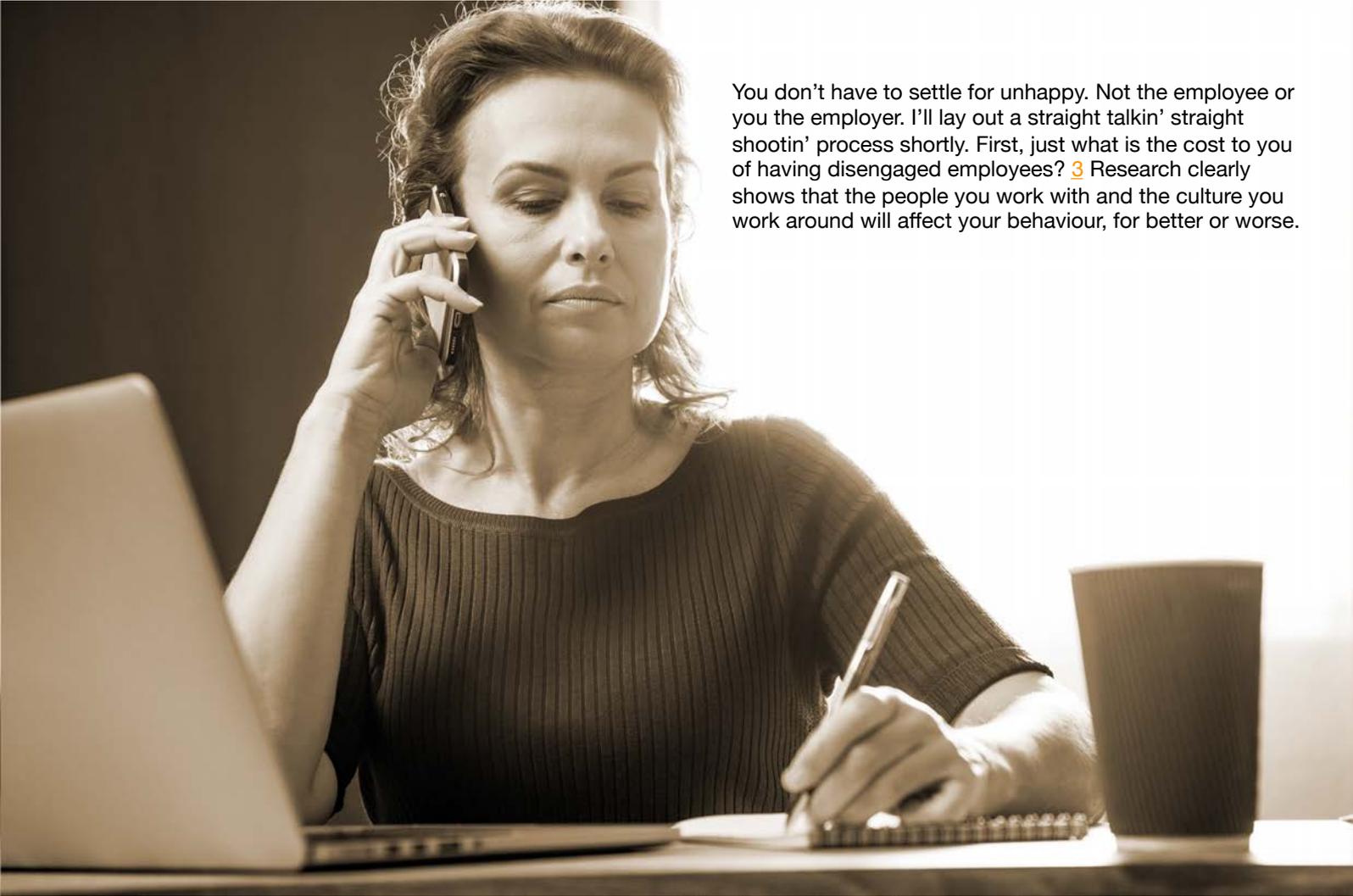
**One thing that can transform a rudderless employee into a self directed team player is having a career strategy.** They push us out of school without ever teaching us this key part to navigating our five decade long working career. A career strategy is not a blueprint of the jobs you will have. It is a framework that gives purpose and meaning beyond the pay check. A career strategy puts the individual back behind the wheel. Yes, all of a sudden they 'feel' responsible again.

Teaching people career strategy throws light on opportunities in their existing work they've been blind to, transforms them from blame maker to responsibility taker and motivates them to self initiate and self manage the changes required.

Career strategy alone is not the answer. Traditional engagement programs clearly are not working [2](#) I don't agree that one approach is better than the other. It's like trying to argue is a knife or a fork more useful. Each has their own limited utility but used together...wow! We must show employees how to reach up and meet their employer half way. It's a win win.

# Being unhappy at work is not a life sentence

Remember how they strode into the interview with their can-do attitude, their answers oozed energy and drive. What happened? Now getting unhappy employees to start things without you having to ask them and to complete tasks without you having to ride them endlessly, well, you'll have as much luck as pushing a piece of string.



You don't have to settle for unhappy. Not the employee or you the employer. I'll lay out a straight talkin' straight shootin' process shortly. First, just what is the cost to you of having disengaged employees? 📊 Research clearly shows that the people you work with and the culture you work around will affect your behaviour, for better or worse.

# Elvis Has Left The Building

Now spoken as a catchphrase, 'Elvis has left the building' was way to disperse crowds insistent on an encore from the king of rock and roll. No matter how much the crowd stomped and yelled MORE MORE when Elvis had left the building, there was no more show.

No matter how much employers stomp and yell MORE MORE when an employee is disengaged there will be little productivity. These employees have left the building so to speak.

## Arrive at 12, leave at 1 with an hour off for lunch

Some leave in spirit. They no longer feel accountable for their actions. Trust and support in your team suffers. Team members need to be able to count on each other when the chips are down. Accountability is a mindset. If you believe that you are at least 85 percent responsible for your success and that only 15 percent of what happens in your life depends on the way the wind blows, then probably you will be successful at work. [4](#)

## Clocking In and Checking Out

Some leave in mind. They've lost their mojo. Sloppy decision making follows. But who else is watching? Poor behaviour left unchecked is quickly mirrored by the group. The 'unwritten rules' take hold.

## Chucking a Sickie

Others leave in body. Absenteeism. The sickie culture cripples businesses.

Since 2010 'chucking a sickie' has risen 7% [5](#)

5% of the Australian workforce calls in sick on any given day of the year. If you have 20 on staff then that is one person every day who doesn't come in.

Hold onto your socks for this statistic: **Australia loses 92 million WORKING DAYS every year to absenteeism.**

**Absenteeism is costing employers on average \$3608 per worker per annum.** [6](#)

**Poor Personal Accountability + Poor Decision Making + Absenteeism = Low Productivity**



# An employee in the hand might be worth two in the bush

On average, to replace a disengaged employee, costs 20% of that employees salary.

Advertising, interviewing, screening, on boarding, extra training.

Those costs go up when you consider the emotional stress to other workers who worry if their job is secure. Unnecessary stress leads to lower productivity.

48% of people consider themselves stressed at work [7](#)

20% employees are worried they might lose their job in the next 3-6 months

15% of employees don't see themselves working at their company one year from now





# Let Me Speak To The Manager

**Poor employee experience =  
poor customer experience**

Disengaged unhappy staff benefit no one – company, employee or customer!

So it's unsettling when 59% of employees wouldn't recommend their organisation as a good place to work. [8](#)

One astute idea suggests ... if you took as much effort to plan your employee's experience as you do your customer's experience then productivity and sales improve.

If your employees aren't engaged and happy in their work, they won't be able to (or won't want to) provide a fantastic experience for your customers.

Remember that customers today have a loud voice. Think YELP, Trip Advisor. They have more access to information about you and your competitors. They expect a better experience nowadays.

As Sir Richard Branson said, "Employees come first. If you take care of your employees, they will take care of the clients."



# Are You Killing Bambi?



“Bambi’ is a euphemism - coined by Di Armbrust and Mark Shaw in their book “The 2% Effect” - for your good employees. [9](#)

Good employees are your solid workers and ‘gifts’ (those highly motivated and productive employees) who keep on keeping on for you and therefore, keep delivering the requirements of your business.

So ‘Killing Bambi’ refers to what happens to the 98 per cent of your employees – your solid workers and gifts – when you don’t deal with the 2% of toxic employees.

Nothing is more distracting or more off-putting in business than people behaving badly. Unfortunately, the 98 per cent are generally too polite to say anything to these people. However, they are sitting there wishing you, their manager, would do something about them. They can’t understand why you don’t.

The poor behaviours or performances of the 2%ers also impacts on the performance of solid workers and gifts. The distraction caused by one of these 2%ers can affect the productivity of your good employees and you by around 20 per cent. So that’s one-fifth of your wage bill that is going by the wayside. It’s good money down the drain.”

Toxic workers are often expressing their frustration of little self determination in their lives. Toxic workers are like algae bloom in a pool. It can become a very big problem in a very short space of time. You need to have taken documented steps because toxic workers drag you into industrial hearings where you need to show the reasonable steams you took to avert the crisis. What training are you providing?

# Let's Be Honest



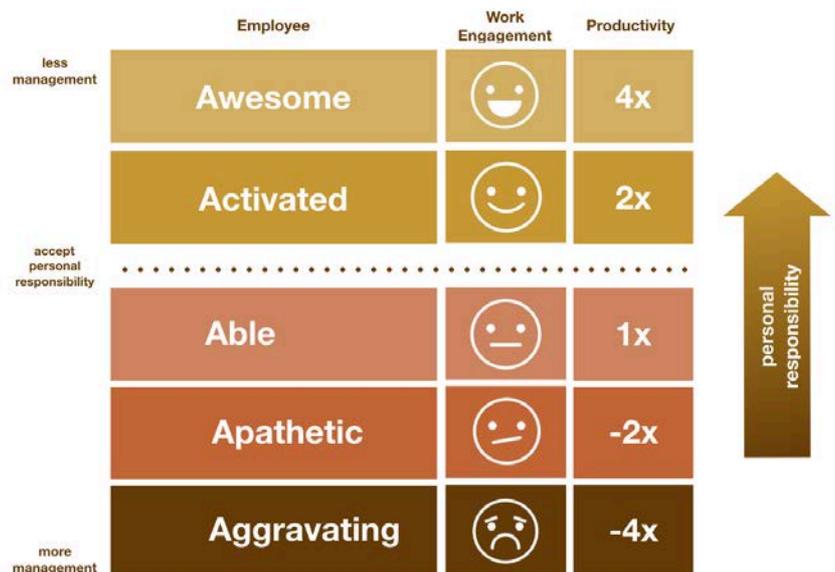
Why don't people just do what they say they are going to do and do it when they say? Most leaders sometime or another feel like they are chasing up after their kids. You shouldn't have to come to work and use your parenting skills. By and large we work with good people. Unfortunately humans are annoyingly human at times. Wouldn't it be good if the drive and commitment they promised at their original interview was there when you weren't looking.

## The Emotional Cost Is Huge

Billions of dollars annually is lost to disengagement throughout developed countries. But the bigger cost is the emotional cost to every person from top level leadership to individual employee. None of us wants to be unhappy. A lot of us are.

Look at the chart. Where are your team members sitting? How much better would it be to get people moved from apathetic to activated? How much stress would lift from your shoulders?

Let's look at these profiles. maybe you recognise the behaviours from your place of work.





## Aggravating

These are your toxic workers. They are beyond unhappy, they are aggrieved. Any benefit they provide is overshadowed by the number of people required to manage them. They won't leave either. They want to be heard. Someone must pay for their woes.



## Apathetic

They've thrown in the towel. Things didn't move ahead for them as they planned. They now feel trapped. Their apathy is often a smokescreen. It becomes 'the reason' they give if asked about their situation. 'Of course I could move forward if I really wanted to but I couldn't be bothered...' There's a hundred reasons why 'work sucks' and to them all bosses are dickheads. They quietly white ant other's ambitions so they don't get seen as falling so far behind. They are time stealers as they require a lot of managing. They are the poster child for poor personal accountability, poor decision making and absenteeism.



## Able

These employees deep down feel like a cog in the machine but they can live with it. They are good solid workers who are emotionally balanced. They have a nice mix of self discipline and self belief which builds up a store of future potential. Sadly it is often unrealised. These are the people who are ready to grow. They already understand the benefits of accepting responsibility, they already are willing to take action, they are just missing the right knowledge to make it happen. You get your money's worth from them but you could get so much more.



## Activated

People who have accepted that their future is their responsibility are activated. The switch is on. They are reaching up as management is reaching down. You get double the productivity out of them because not only do they do more, you don't have to waste time following up.



## Awesome

Brigadier General Stanley McChrystal says the success of your business starts with a shared purpose—when talented masons, carpenters, and glassworkers can all see the vision past their individual craft and know that they're part of the team "building the cathedral." Your awesome people have the vision. They light up the office. They are too focused to gossip. They are so valuable.

# Satisfied at work or engaged at work?

What's the difference?

Germany is the poster child for industry yet it loses nearly 100 billion Euros a year through disengaged workers. How so? Because to leaders, worker's emotional needs just aren't on the radar. They are great at transactional needs like job security, lots of days off but terrible at fulfilling emotional needs like letting people do what they do best and installing great managers. Germany is great at satisfying workers but lousy at engaging them. People management always plays second fiddle to operational management. [10](#)

Remember, you can't push a piece of string. Engagement means tapping into the emotional state of your employees. A top heavy clinical system with no authentic connection to the individual cannot achieve that. This is a sticking point. Until there is a bottom up, groundswell movement from employees, we are stuck in the mud, wheels spinning.

## Which approach is best?

Is a knife or a fork more useful. Each has their own limited utility but used together they work brilliantly.

Employees and employers are in this together. We need to show employees how to reach up and meet their employer half way. It's a win win. Employees go to work with a head full of possibility, employers go home and sleep well. In the middle is where the magic happens.

# Does my job suck or is it me?



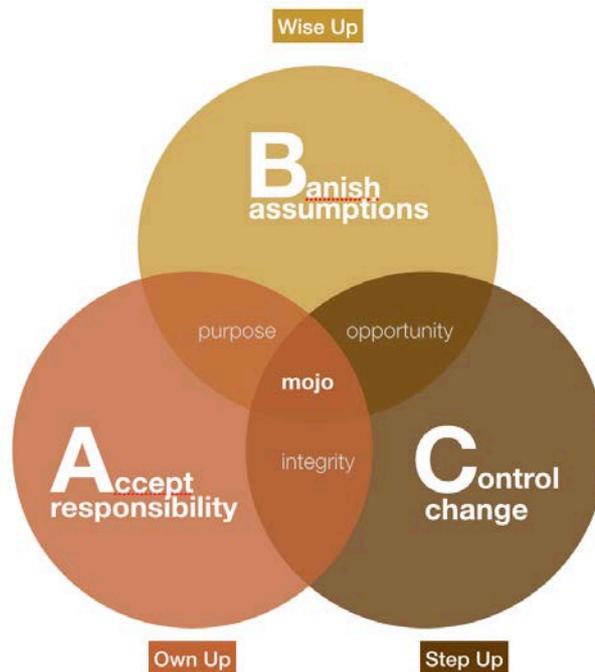
## **I argue there is a \$5 solution to this billion dollar problem.**

Get every employee a cheap hand mirror and have them ask themselves does my job suck or is it me? Have I been self sabotaging my career opportunities and I can't see it? You need to take control of your career otherwise the system WILL do it for you.

**If you don't ask this question you may be walking away from the most valuable asset you have already have: the job you are in.**



# A career strategy as simple as ABC



## Accept Responsibility : Banish Assumptions : Control Change

**Accept Responsibility:** My future, my responsibility, my choice.

Ask: Am I in control of my career? If you even have to think about this then someone else certainly is. Realising you are not in control of your career triggers the wonderful motivator called self interest.

As former Australian Prime Minister Paul Keating was fond of saying when discussing an opponent's motivation, 'In the racecourse of life always back self interest because self interest always tries hard'

We're off and running now....

---

**Banish Assumptions:** What I listen to OFF the job influences what I do ON the job.

Ask: Am I making assumptions that are self sabotaging my career, my relationships, my opportunities? We live in an age where we are bombarded 24/7 with commercial messages that subtly reinforce a belief that we are not responsible for fixing our own problems (our product will do that for you.) Then we come to work where we spend 60% of our waking hours. Is it any wonder we bring this attitude with us into the workplace.

---

**Control Change:** Change is inevitable, growth is intentional

Ask: Do I have a repeatable, measurable process for change? Most people confuse self discipline and willpower and wonder why they stall. Motivation and how to get it are sorely misunderstood. The time to have a map is before you go into the woods. You can't change without a clear path to follow.

# Own up, Wise up, Step up

Own up, wise up, step up: this is the very strategy I have used for decades that's let me be an army sniper, a globe trotting TV cameraman, a magician, create and sell an online business, be a speaker and author. The simple truth is I was not gifted in any of them. I learned that hard work and resilience and ATTITUDE beats talent. I learned every workplace is a university or a prison and I held the keys.

Employees Without a Strategy	Employees With a Strategy
unproductive	productive
apathetic	motivated
disorganised	focused
undisciplined	disciplined
frustrated	optimistic
self doubter	self believer

## Desirable Believable Doable

Workplace training must be....

### Desirable

They have to lean in. No self assessment questionnaires, group bonding exercises and cheesy training manual examples here. Just simple truths, challenging conundrums, emotionally compelling stories, memorable metaphors with magic, a no fluff no frills approach.

### Believable

A mind unconvinced is a mind closed. Is there a match between the words spoken and the scuff on the presenter's shoes? Integrity is critical. I talk in real first hand experiences. Everything taught has been lived, everything verifiable, everything underpinned with science. Authentic truth instils confidence. Without confidence we can't move onto the doing.

### Doable

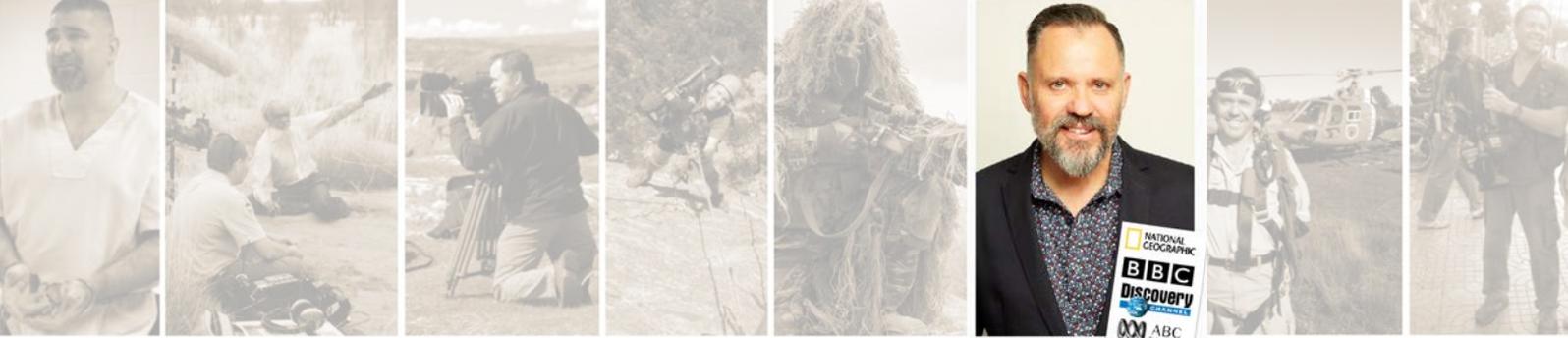
Everyone turns up to their desk with discretionary energy that they might or might not apply. To have any chance of tapping into that energy, the process for change has to be achievable. Simple means achievable. Simple does not mean easy. The instant gratification experiment has failed. Thirty days to this and five easy steps to that doesn't work and people know it. But because a program is not easy does not mean it is hard.

If the vision is desirable, if they believe they have a chance then they will take measured steps to get where they want to be.

To arrange a meeting to discuss a Get Ya' Mojo Back programme and transform the culture of your organisation or schedule a keynote presentation or a conference or event, please contact Julian.

0408 827974    [julian@julianmather.com](mailto:julian@julianmather.com)    [www.julianmather.com](http://www.julianmather.com)





## About the author

An army sniper, a magician, a globe-trotting TV cameraman walk into a bar.... No joke. Julian has earned his living and in all three. Now add to this list 'educator'. Julian writes, educates, speaks to individuals and organisations on the critical life skill of personal responsibility.

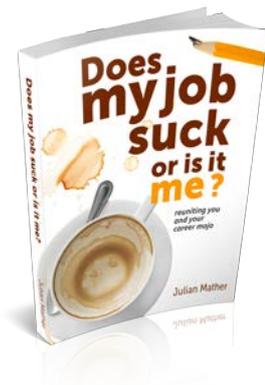
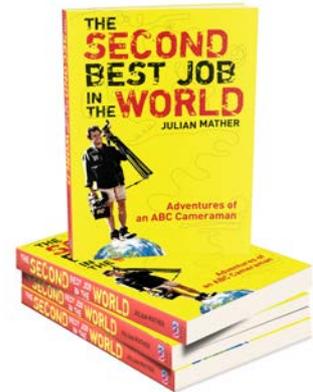
Julian's approach is unique. Army Sniper School introduced him to the surprising power of personal responsibility to make measurable change in his life.

He continued learning personal responsibility from some of the world's best teachers in the most unique of classrooms: travelling the world as TV documentary cameraman for ABCTV for 25 years.

To complete his personal responsibility mastery, he re-invented himself as a professional magician. He created a successful Youtube channel with 30 million views, then created and sold the world's first online training academy for professional family entertainers.

He is the author of *The Second Best Job In The World* and *Does My Job Suck Or Is It Me?*

He is long time married. His wife is no nonsense and keeps him in line. Together they live in Brisbane. Their greatest success is their two daughters who are taking on the world as strong competent women.



## Sources

1. <http://news.gallup.com/poll/188144/employee-engagement-stagnant-2015.aspx>
2. <http://news.gallup.com/businessjournal/188033/worldwide-employee-engagement-crisis.aspx>
3. <https://www.officevibe.com/employee-engagement-roi>
4. <https://lindagalindo.com/books/85-solution-best-accountability-books/>
5. <https://thirdsector.com.au/absenteeism-in-the-australian-workplace/>
6. <http://workplaceinfo.com.au/payroll/leave/news/absenteeism-rates-rocket-10-5-in-a-year%23.Wr85zGZL1R4>
7. <https://www.officevibe.com/blog/employee-engagement-important>
8. <http://hs.officevibe.com/hubfs/mini-guides/pdf/ov-state-of-engagement-PDF.pdf>
9. <https://books.google.com.au/books>
10. <http://news.gallup.com/opinion/gallup/228893/german-workers-satisfied-not-engaged.aspx>