



# 25 TIPS

— *from* —

# TOP CEOs

# INTRODUCTION

**Building trust, encouraging open communication, promoting teamwork and motivating employees** isn't a simple checklist of organizational best practices, nor a short-term business initiative.

Rather than shy away from candid advice from the ranks, **the best CEOs openly embrace feedback, foster employee engagement and never settle for the status quo.**

We asked CEOs on *Glassdoor's Highest Rated CEOs* list to divulge the winning strategies they live by to engage their employees and inspire their workforces.

**Trust**



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**Open  
Communication**



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**Teamwork**



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**Motivate  
Employees**



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# TRUST



Without your employees' trust, you can't build a thriving, engaging culture. The best CEOs know that **encouraging, listening to and acting on honest feedback** is a critical ingredient in building trust and an organization's success.

# TRUST

- 1 “**Have faith** in people’s ability to **hear the truth**, whatever it may be.”

*Corey Schiller, CEO, Power Home Remodeling Group*



2



- 2 “When a leader is trusted, you will find that they are supported even **amidst disagreement.**”

*David Ossip, CEO, Ceridian Human Capital Management*

3

- 3 “**Feedback is the breakfast of champions**, and the sooner CEOs and companies **embrace candid feedback** from employees and candidates, the faster you’ll earn their trust and support.”

*Brian Halligan, CEO, HubSpot*



# TRUST

- 4 “In order to create trust, the company **must live up to their values and not compromise their values** at any expense. This is the only way I know to create trust and support in the workplace.”



*Darius Mirshahzadeh, CEO, The Money Source, Inc. dba Endeavor America Loan Services*

- 5 “The trust and support of the workforce is built on a foundation of transparency and integrity. Leaders who **communicate openly and honestly** create an opportunity to develop trust.”



*David Ossip, CEO, Ceridian Human Capital Management*

- 6 “**Build a culture of mutual support and trust** where people understand the value of their contribution to the goals, and are encouraged to recognize a job well done.”



*Martin Bennett, CEO, HomeServe Membership*



# OPEN COMMUNICATION



Rather than block dialogue, the best CEOs **find ways to embrace honesty, open communication and transparency with their employees.** That may mean hosting company-wide huddles to address serious organizational issues or something as modest as letting your team know that your door is always open.

# OPEN COMMUNICATION

7 “I tell my employees;  
**my door is always open** to help.”

*Stuart Wall, CEO, Signpost*



8 “Regularly, honestly and **openly share with all colleagues** how the business is doing, what is on your mind – good and bad – and what needs to be done next.”

*Alistair Cox, CEO, Hays PLC*



9 “Tell your employees news in plain, authentic language and **do it yourself**, not via a communications department or via middle management.”

*Alistair Cox, CEO, Hays PLC*

# OPEN COMMUNICATION

- 10 “I virtually **visit every one of our employee training sessions** for the opportunity to talk with employees in person.”

*Joseph Tarantino, President and CEO, Protiviti*



- 11 “I know that our people value our culture of **transparent communication and access to our leadership team** – it’s one of the things that’s regularly praised in our employee feedback surveys.”

*Joseph Tarantino, President and CEO, Protiviti*

- 12 “By **listening, understanding and then acting** on what is heard from the workforce, the leader builds trust and support.”



*David Ossip, CEO, Ceridian Human Capital Management*

# OPEN COMMUNICATION

- 13 “Trust and support starts with **open communication and listening** to what matters most to your employees. Be transparent and unified on company goals, **solicit feedback regularly** and make decisions that evolve your company culture based on input from your employees.”



*Renaud Laplanche, Founder and CEO, Lending Club*

- 14 “**Invest time** in regularly talking with your people about your strategy, making it a **two-way conversation** and **creating joint ownership.**”



*Martin Bennett, CEO, HomeServe Membership*



# TEAMWORK



The best leaders **build strong, collaborative teams.** Doubling as head cheerleader, the CEO is champion of the company mission, culture and brand. The CEO is also responsible for ensuring everyone in the organization understands his or her role in building a successful business.

# TEAMWORK

- 15 “I believe that it’s the job of the CEO to **build an infrastructure that supports** the company’s core values, core purpose and to create an environment that creates engagement in the team.”



*Darius Mirshahzadeh, CEO, The Money Source, Inc. dba Endeavor America Loan Services*

- 16 “Everyone needs to believe **we’re truly in this together.**”

*Tobias Dengel, CEO, WillowTree, Inc.*



- 17 “Everything we do here, from the exec team having the same desks and no offices like everyone else, to talking to everyone we can on a daily basis, reinforces that **we are all one team.** Each with distinct roles, but a **team working together.**”

*Tobias Dengel, CEO, WillowTree, Inc.*



# MOTIVATE EMPLOYEES



Business goals are crucial to a company's bottom line, but the best CEOs know employee satisfaction and happiness are too. And **never settling for things as they are, but what they can be.**

# MOTIVATE EMPLOYEES

18 “Help others find and **live their purpose.**”

*Brad Jackson, CEO, Slalom*



19 “Work to serve everyone the business touches in a positive way. That begins with **honesty and good intentions.**”

*Corey Schiller, CEO, Power Home Remodeling Group*



20 “**Have a clear strategy, goals and values** that inspire your people and are relevant to their work and their aspirations.”

*Martin Bennett, CEO, HomeServe Membership*



# MOTIVATE EMPLOYEES

- 21 “If an environment is created, at work, for people to **become the best versions of themselves**, they will often choose it... and be grateful.”



*Dave Durand, CEO, Best Version Media*

- 22 “Improve the work, not the worker. **Seek improvement over feedback.** Nobody likes to be criticized, and most of us feel uncomfortable criticizing co-workers. A few simple process and vocabulary changes can make this a comfortable growth experience instead of a painful critique.”



*Bob Pritchett, CEO, Faithlife Corporation*

- 23 “**Ask for help** improving your work. Ask your co-workers, your supervisor, or anyone who might be able to help. Don’t ask, ‘Is this good enough?’ **Ask, ‘How can this be better?’**”

*Bob Pritchett, CEO, Faithlife Corporation*

# MOTIVATE EMPLOYEES

24 “What employees and candidates say and **post on Glassdoor** mirrors what they tell their friends about their experience with your company. It’s a great opportunity to **hear directly what’s working, what isn’t, and where you can continue to improve.**”



*Brian Halligan, CEO, HubSpot*

25 “**Continue to invest the time** to keep the conversation going; be engaged, be real and be there for them. **It’s an investment that pays dividends.**”



*Martin Bennett, CEO, HomeServe Membership*

# DELIVERING MEASURABLE RESULTS

2X

the quality

3X

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