**Based on your experience or research, how do you think an unhappy workforce will impact a) company productivity, b) company profitability and c) employee health and well-being?**

In my experience, an unhappy workforce primarily results in employee turnover, which is the most detrimental and costly expense to most companies.

Company loyalty is no longer a given trait among today's workforce, especially within the Millennial generation who values culture and purpose over title and loyalty. If a company breeds an unhappy workforce, then employee turnover rates will inevitably climb, negatively impacting productivity and profitability, and ultimately compromising employee health and well-being.

**Can you share 5 things that managers and executives should be doing to improve their company work culture? Can you give a personal story or example for each?**

**Know Your Workforce.** Many companies focus on knowing their customer rather than knowing their workforce as a primary tool for success. I believe it should be the reverse. Knowing your workforce enables leaders to not only cultivate an authentic culture, but drive innovation and company growth. Mary Barra, the general manager of General Motors Co., did an exceptional job of this when she assumed her leadership role at GM. Within the first month, Mary was touring plants, talking to people on the floor, learning their fears and aspirations, and understanding what incentivized and inspired them. Her №1 objective was to know her workforce, and it has served to propel GM to one of the top global companies heralded for good culture.