



# Profit at the Bottom of the Ladder: Creating Value by Investing in Your Workforce

*Jody Heymann*

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## **Profit at the Bottom of the Ladder: Creating Value by Investing in Your Workforce** Jody Heymann

Most managers assume that surviving, especially in recessions, requires slashing wages, benefits, and other workforce expenses. And lowest-skilled workers are often viewed as the most expendable.

In *Profit at the Bottom of the Ladder*, Jody Heymann overturns these assumptions. Drawing from thousands of interviews with employees from front line to C-suite at companies around the world, Heymann shows how enterprises have profited more by improving working conditions.

She also demonstrates that lower-skilled employees - in call centers, repair services, product assembly - aren't expendable. They can determine 90 percent of companies' profitability. High performers positively shape customers' perceptions of businesses, driving satisfaction and loyalty.

To attract, train, and retain top-caliber people in these roles, you must enhance working conditions, creating a system in which your company and its employees profit together. *Profit at the Bottom of the Ladder* shows what works - from stock options for bakers to flexibility for factory workers to career tracks in call centers.

Featuring cases from companies around the globe - including a leading concrete manufacturer in India, a top European pharmaceutical firm operating in China, and successful U.S. manufacturers - this book shows how real organizations are excelling financially by strengthening frontline employees' working conditions.

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