Recognizing and Rewarding Employees

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Employees are motivated on the job for a myriad of reasons. Likewise, employees want to be recognized and rewarded in countless ways. During this training, participants will examine current theories regarding employee motivation and develop customized strategies creating meaningful reward systems for their employees. This training is appropriate for all levels of leaders as well as those individuals aspiring to leadership positions.

Objectives

The successful participant will:

- Describe two common theories of employee motivation and list strategies for identifying employee recognition needs in their own organization.

- Differentiate between "front-and-center," "in-the-wings," and "behind-the-scenes" employees and describe reward systems that are effective for each type.

- Identify the recognition style of key employees in their organization.

My Personal Objective…

Exercise: What Do Employees Want?

Motivators	Your Ranking	Employees' Ranking
Money	_____	_____
Feeling Cared About*	_____	_____
Interesting Work	_____	_____
Job Security	_____	_____
Being an "Insider"**	_____	_____
Promotion	_____	_____
Working Conditions	_____	_____
Loyalty of Supervisor	_____	_____
Appreciation/Recognition***	_____	_____
Tactful Disciplining	_____	_____

*   *Feeling cared about on a personal level by management. Not "just a number."*

**   *Feeling included in organizational strategies; asked for their opinions; a vital link in the organization.*

***   *Full appreciation of individual contribution and work done.*

Two Theories of Motivation

➢ Abraham Maslow's Hierarchy of Needs Model

Abraham Maslow's hierarchy of human needs theory is the most widely discussed theories of motivation. The major tenets of the theory are:

- Human beings have wants and desires which influence their behavior, only unsatisfied needs can influence behavior, satisfied needs cannot.

- Since needs are many, they are arranged in order of importance, from the most basic to the complex.

- The person advances to the next level of needs only after the lower level need is at least minimally satisfied.

- The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.

The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:

- **Physiological** (hunger, thirst, bodily comforts, etc.)

- **Safety and security** (out of danger, roof over head, etc.)

- **Love/Affiliation** (affiliate with others, be accepted)

- **Self-esteem** (to achieve, be competent, gain approval and recognition)

- **Self-actualization** (to find self-fulfillment and realize one's potential)

Self-
Actualization

Self-esteem

Love/Affiliation

Safety/Security

Physiological
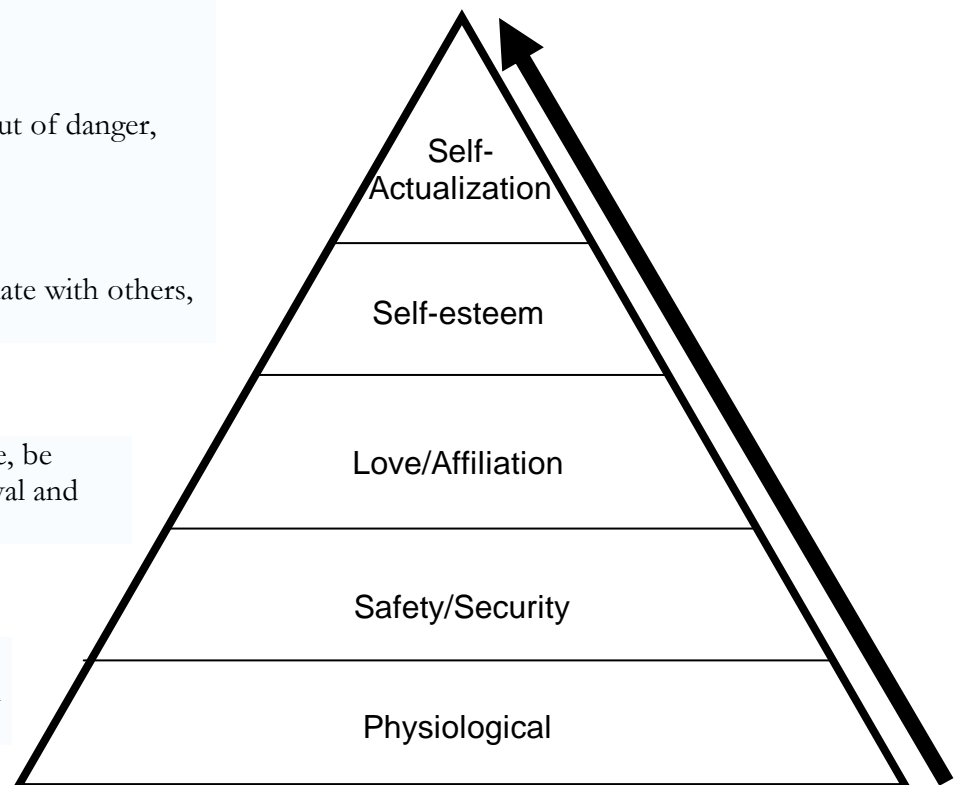
➢ **David McClelland's Achievement Motivation Theory**

David McClelland's achievement motivation theory states that people need three things, but people differ in <u>degree</u> in which the various needs influence their behavior:

- **Need for** _____ (N-Ach). An individual's desire for significant accomplishment, mastering of skills, control, or high standards. People high in N-Ach are characterized by a tendency to seek challenges and a high degree of independence. Their most satisfying reward is the recognition of their achievements.

- **Need for** _____ (N-Pow). People who exhibit N-Pow tendencies are thought to be most satisfied by seeing their environment move in a certain direction, due to their involvements.

- **Need for** _____ (N-Affil). N-Affil describes a person's need to feel like he or she belongs to a group. These individuals require warm interpersonal relationships and approval from those in these relationships.
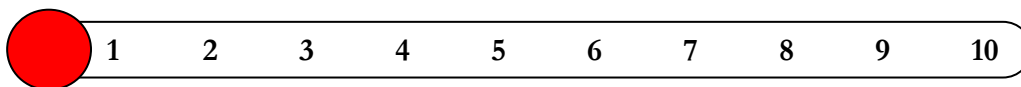

Exercise: Rate Yourself!

Need for ACHIEVEMENT

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
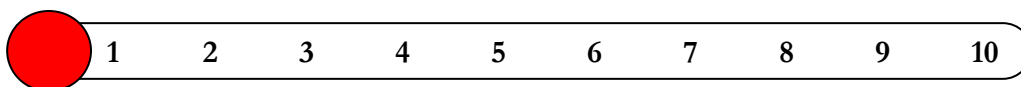
Low   Medium   High

Need for POWER

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

Low   Medium   High

Need for AFFILIATION

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
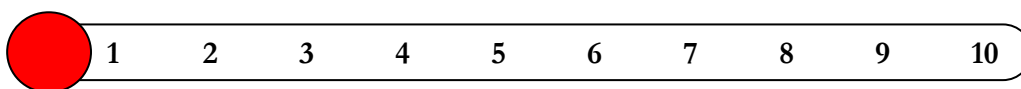
Low   Medium   High

Extrinsic vs. Intrinsic Motivation

Extrinsic motivation occurs when a person is motivated by _____ factors. Extrinsic motivation drives them to do things for tangible rewards or pressures, rather than out of interest or just the fun of it. Examples of extrinsic motivators include loyalty cards and discounts, bonuses and commissions. Extrinsic motivation is everywhere and can be positive, such as rewards, or negative, such as threats. Either way, extrinsic motivation is crude, easy and often effective. However, it focuses employees on the reward and not the action.

Intrinsic motivation occurs when a person is motivated by _____ factors, as opposed to the external drivers of extrinsic motivation. Intrinsic motivation drives them to do things just for the fun of it, or because they believe it is a good or right thing to do. There is a paradox of intrinsic and extrinsic motivation. Intrinsic motivation is far stronger a motivator than extrinsic motivation, yet external motivation can easily act to displace intrinsic motivation. For example, children who enjoy playing mathematics games for the sheer fun of it are inclined NOT to play once rewards are introduced for successful performance! Most people's hobbies are intrinsically motivated. Notice the passion with which people collect antiques or build detailed model ships. Few people carry that passion into their workplace.

Keys to Success

- If you can get someone to believe in an idea or align his or her values with what you want, then you have set very powerful motivation in place. In other words, seek to make them feel good about what you want!

- Seek to minimize extrinsic motivation. So, for example, pay them fairly, and then do everything to keep money out of the equation of why they come to work. Sometimes this is easier said than done!

Here's what I want to remember about extrinsic and intrinsic motivation:


Inspiring Your Team

As a leader, you are probably self-motivated. Don't assume this is true for all your team members. You might be blessed with some self starters who are naturally more ready to perform than others, but your job as coach is to see to it that every single person on the team is motivated and performing at their highest possible level. Your job is to encourage and inspire them to work harder and more effectively than they've ever worked before.

You need to realize that every team member "buys in" for a different reason. What kind of people are on your team? In order to inspire or motivate anyone, you need to know what type of person he or she is. What challenges her? How does he learn? What does she find rewarding? How does he handle stressful situations? There are three basic types of workers:

1. **Front and _____ Person**

   • Love to be out there mixing with people. Like to try new methods. Their lives are about extremes, emotional and otherwise. They push their ideas and the rules.

   • Live for recognition. Usually self-starters who thrive on applause.

   • At times they are oblivious to their weaknesses.

   • When they "slump" they can get very "down".
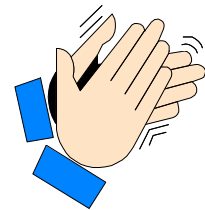
2. **In the _____ Person**

   • Love to feel included. Are rarely in a hurry. Dislike pressure.

   • Live for approval, and prefer an informal interaction. Want to be appreciated with greater access to you.

   • Tend to be cautious. Want to work with others in accomplishing goals.

3. **Behind the _____ Person**

   • Doesn't want the limelight. Doesn't crave applause. Craves appreciation.

   • Low key. Need to know they can trust people in leadership.

   • Are hard on themselves when they mess up.
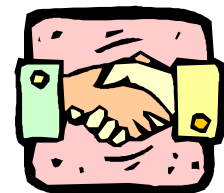
Keep in mind, everyone is a mixture of these three types, but if you take a look at your team members they will probably lean more toward one style than another.

List a few of your key team members below. Where is each member on the personality scale? Mark an "X" somewhere on the continuum. This will give you an initial view of the personal styles of your team members.

Team Member's Name	Personal Style Range		
	Behind the Scenes	In the Wings	Front & Center
_____	○ ○ ○ ○ ○ ○ ○ ○ ○ ○		
_____	○ ○ ○ ○ ○ ○ ○ ○ ○ ○		
_____	○ ○ ○ ○ ○ ○ ○ ○ ○ ○		
_____	○ ○ ○ ○ ○ ○ ○ ○ ○ ○		

How does this exercise help you as a coach? Everyone responds to different forms of motivation, encouragement and challenges. To really lead your team members to a new level of success, you want to know their styles so you can personalize your coaching for each of them.

People Like to Be Noticed in Different Ways

In a real practical sense, people don't like to be noticed in the same way. This is why knowing your team members and what type of encouragement will be best suited to their personal style is so important.

Thinking back to your analysis of your team members' personality style, what type of reward do you think will fit their style?

1. **Some need** _____

   • Public praise for good performance

   • Receiving awards such as a plaque

2. **Some need** _____

   • Personal or written thanks for good performance

   • Posted lists of individual and team accomplishments

3. Some need _____

- More one-on-one time with you, discussing their performance and growth

- A commitment from you to work on their concerns

- Coffee break or lunch together

What Do <u>Your</u> Team Members Need?

What are some of the ideas of applause, appreciation, and access you could practice that would fit the personalities on your team?
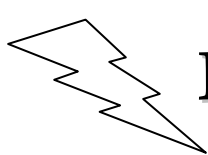
Name _____ Style _____

Applause

Appreciation

Access

BRAINSTORMING!

Inexpensive Ways to Recognize & Reward Employees

Founded by Virginia Boyar, PhD and Dina Cipollaro, MA, LPC, Fundamental Training Solutions specializes in innovative and interactive customer service and leadership training for all levels of employees. Additional services include executive coaching, customer service consultation, and creative facilitation of meetings and retreats.   FUNdamental Training Solutions will customize training sessions to suit your business needs and is dedicated to bringing your organization to the next level of excellence.

Our Mission

To make a difference in employees' lives by giving them the tools they need to become compassionate leaders and service professionals.

Our Values & Beliefs

- Every employee has value and is part of a very important service chain.
- People are generally compassionate and want to provide exceptional service.
- Service starts at the top.
- Training should be competency-based and FUN.

Trainer Bio

Dina Cipollaro, MA, LPC, is a trainer, consultant, and adjunct faculty member in the areas of hospitality and the art and science of work styles and leadership. Well known for her innovative approach to training, Dina has a Masters degree in Counseling and Educational Psychology and is currently the Internship & Outreach Coordinator at Lake Tahoe Community College. Dina brings ten years of human resources experience and a fresh approach to all her training sessions. A certified "True Colors" facilitator, Dina excels at creating energetic training workshops that both inspire and entertain.

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