RECOGNIZING EXCELLENCE IN THE WORKPLACE

WHAT DO PEOPLE WANT FROM WORK
- To be good at what they do.
- To be proud of who they are and of the university.
- To have social relationships and fulfillment at work.
- To be treated fairly.
- To make a difference.
- To be recognized for their contributions.

WHAT THE UNIVERSITY WANTS
- Competent, skilled employees who are committed to the mission, vision and values of the university.
- People who voluntarily and enthusiastically apply the full range of their skills and abilities to the work of the university.
- Engaged, committed, proactive partners.

MOTIVATED EMPLOYEE
- Understands what to do to add value in the job: knows the job.
- Has a sense of personal pride in the work he/she does.
- Feels committed to the mission of the university.
- Is willing to put those thoughts into action through discretionary effort.

What Motivates?
- The ability to gain experience and to attain competency.
- To be accepted as an integrated part of a business/social network.
- To be acknowledged for positive contributions.
- To be valued.

ENGAGED EMPLOYEES?
- Engaged – Committed to the mission, vision and values of the university. Willing partners who go the extra mile. 29%
- Not Engaged – Lack spirit and vitality. Quick to find ways to justify why it can’t be done. Feel discounted, unappreciated, insignificant. 54%
ENGAGED EMPLOYEES? (CONT.)

➢ Actively Disengaged – They focus on problems. They feel angry, frustrated and disconnected. Blaming, whining “This place sucks! My boss is a jerk.”

September 2011 – Gallup Organization Survey

HOW TO GIVE PEOPLE WHAT THEY NEED

➢ Create and communicate a clear and compelling vision.

➢ Communicate! Directly, openly and honestly.

➢ Involve hearts and minds; encourage initiative.

HOW TO GIVE PEOPLE WHAT THEY NEED

➢ Encourage the spirit. Get to know your staff. Find out what they like – Do more of that!

➢ Focus on strengths…Reinforce, celebrate, encourage. (Do not ignore staff or concentrate on areas of weakness.)

“Focusing on what people do right is the way to get more of what’s right out of them”

Peter Drucker

HOW TO GIVE PEOPLE WHAT THEY NEED

➢ Demonstrate regularly that staff and your unit are making progress.

➢ Demonstrated progress is the biggest employee “engager”.

➢ Set achievable short term goals as well as stretch long term goals to create a motivational environment.

HOW TO GIVE PEOPLE WHAT THEY NEED

➢ Be very clear about expectations in terms of quality, quantity, timeliness and tone.

➢ Set high standards and hold each other accountable for adhering to the standards.

➢ Demonstrate how their work contributes to the mission of the university. Engage all staff as partners in the success of the unit and the university.

HOW TO GIVE PEOPLE WHAT THEY NEED

➢ Remove barriers to success (equipment, processes, relationships, conflict, beaureacracy).

➢ Regularly provide help to staff to improve their skills and to broaden their perspective.

➢ Delegate and be ready to help and….get out of the way.
Building a High Performance Team

> A positive work environment inspires, invigorates, and challenges. Employees see work as adding to their quality of life.
> In a positive work environment employees know what is expected and what he/she can expect from meeting or not meeting those expectations.
> Leaders build teams by focusing more on what is right than what is wrong, and by expressing appreciation for effort and accomplishment.
> Good Management requires goal setting, communication, trust, accountability, and recognition.

Practical Application

> That won't work in my environment because...
> I would like to do these things but...
> Describe why you think you can't create an environment that is motivating.

HOW TO GIVE PEOPLE WHAT THEY NEED

Reward – Money – Time Based

> Based on presence rather than contribution.
> Reinforces marginal performers and can demotivate top performers.
> Creates an entitlement mentality.

HOW TO GIVE PEOPLE WHAT THEY NEED

Reward – Money – Merit Based

> Based on contribution/outcome.
> Variability is difficult to objectively measure.
> Systems and implementers are often not trusted.
> Creates competition/winner and losers.
> Fails to recognize teamwork effectively.

RECOGNITION – GUIDELINES

> Deliver recognition in a personal and genuine manner that meets the needs of the employee.
> Recognize results close to the time of the occurrence.
> Recognize actions/results that are important.
> Create ways to measure and document excellence.
> Verify that there is a direct connection between the effort and the result.
> Create systems where everyone can attain excellence.

If not money – What?

RECOGNITION
WHY RECOGNITION PROGRAMS FAIL

➢ Manager is not trusted/respected.
➢ Standards are not clear, administration is inconsistent.
➢ Insincere or impersonal recognition.
➢ Recognizes only the “visible”.

RECOGNITION FORMULA

➢ Tell the person exactly what she/he did what was right. Explain the value of that achievement. Express appreciation in a way that is sincere and authentic to you.

WAYS TO RECOGNIZE

➢ Write personal notes of thanks for a job well done.
➢ Recognize staff accomplishments at regular meetings.
➢ Write a letter to spouse/significant other acknowledging the accomplishments of the employee.
➢ Recognize team accomplishments by designating that team as a consultant to other teams.

WAYS TO RECOGNIZE (CONT.)

➢ Have meetings with groups of high performers to solicit ideas and to recognize their contribution.
➢ Give special assignments to people who have excelled and are eager to take on more.
➢ Ask high performance employees to attend meetings in your place.

WAYS TO RECOGNIZE (CONT.)

➢ Ask your boss to attend a meeting with your employees during which you thank individuals and groups for specific contributions.
➢ Arrange for a team to present the results of its efforts to senior management.
➢ Establish a place to display memos, e-mails, photos, recognizing progress towards goals.

WAYS TO RECOGNIZE (CONT.)

➢ Establish a “Behind the Scenes” award specifically for those whose actions are not usually in the limelight.
➢ Reflect on staff contributions and accomplishments during annual retreat.
➢ Present traveling trophy for “team spirit” to a new person each month.
Practical Application

➢ What motivational techniques work best for you?

“People say that motivation doesn’t last. Well neither does bathing – that’s why we recommend it daily.”

Zig Ziglar

QUESTIONS/COMMENTS