

# **MAKING RECOGNITION COUNT**

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# ABOUT ME



- My Background:
  - Human Resources professional – 20 years experience. Human Resources Director for a growing organization in Green Bay that provides therapy to autistic children.
  - Work closely with Leaders on issues relating to talent management – not only attracting the best and brightest, but **RETAINING** them.
  - Fifteen years of leadership experience – and still learning each and every day, just like you!
  - Master's Degree in Management & Organizational Behavior from Silver Lake College, Bachelor's Degree in Business Administration with an HR Major from UW-Whitewater.
  - Adjunct Professor at UW-Green Bay and Concordia College.
  - From the Chicago area, moved to Manitowoc in 1998. Three grown kids, two step-kids, and one beautiful Grandbaby.

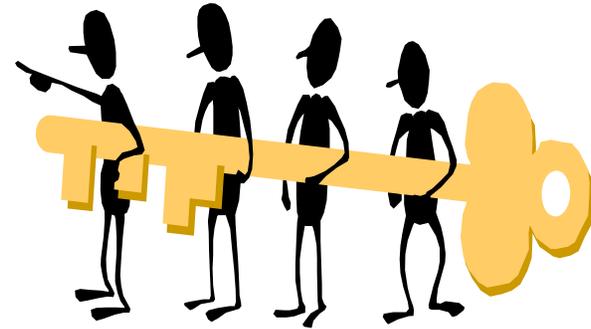
# INTRODUCTIONS

Please introduce yourself:

- Name
- Title
- Organization
- One Thing You Would Like to Learn Today



# AGENDA & GROUND RULES



- Introductions
- Ground Rules & Agenda
- Key Business Challenges
- Employee Engagement
- Employee Recognition
- Your Assignment
- Recommended Resources
- ☺ Maintain Confidentiality
- ☺ Share & Interact
- ☺ No Question is a Dumb Question
- ☺ Be Respectful - We Can Agree to Disagree
- ☺ Electronic Devices – Please Put Them Away For Just One Hour

# KEY BUSINESS CHALLENGES

## ○ Talent & Recruitment

- Specialized Skills Needed
- Basic Skills Lacking in Labor Market
- Baby Boomers Retiring – “*Brain Drain*”
- Competition for Talent – Locally, Regionally, Nationally and Globally
- Multigenerational Workplace
- Workplace Diversity
- Work Ethic Challenges

## ○ Employee Retention –

We found them, now how do we keep them? Average cost (direct and indirect costs) to replace an employee – at least two-thirds of their annual wages!

## ○ Employee Engagement -

Closely linked to retention. How do we gain commitment and capitalize on our human resources to the maximum extent possible?



## EMPLOYEE ENGAGEMENT – WHAT THE EXPERTS SAY

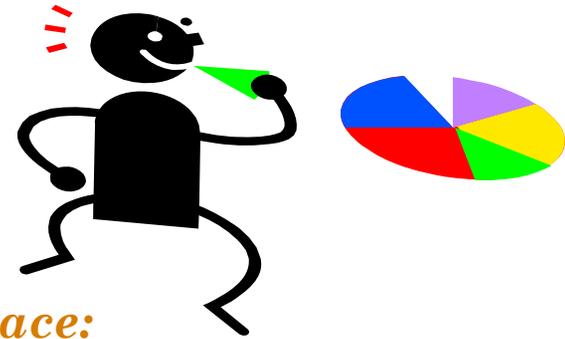
Jack Welch, business consultant and former GE CEO cites employee engagement as the *most crucial measure of a company's health – more important than customer satisfaction or cash flow.*

Engaged employees will go the extra mile to serve customers and to be an advocate for the organization.

Focus on increasing employee engagement first, and customer satisfaction and bottom line results will follow.

(Employee Engagement: Your Competitive Advantage, 2012)

# THE BUSINESS CASE FOR EMPLOYEE ENGAGEMENT



## *Characteristics of a highly engaged workplace:*

- Ability to meet goals and objectives
- Higher productivity
- Decreased turnover
- Increased retention
- Better use of employees' skills and abilities
- Internal talent development
- Reputation as an employer of choice – able to attract talent
- Decrease in absenteeism
- Increased safety
- Increased customer service satisfaction
- Better overall business results

# EMPLOYEE ENGAGEMENT –

NOT EASILY DEFINED, BUT YOU KNOW IT WHEN YOU SEE IT!

*THE MEANS OF CREATING A WORK ENVIRONMENT THAT EMPOWERS EMPLOYEES TO MAKE DECISIONS THAT AFFECT THEIR JOBS. THE EXTENT TO WHICH EMPLOYEES COMMIT TO SOMETHING OR SOMEONE IN THEIR ORGANIZATION, HOW HARD THEY WORK, AND HOW LONG THEY STAY AS A RESULT OF THAT COMMITMENT.*

(SHRM GLOSSARY, [WWW.SHRM.ORG](http://WWW.SHRM.ORG))



# ENGAGEMENT VERSUS JOB SATISFACTION

**Job satisfaction** is how well employees like their job. A variety of factors determine individual job satisfaction, and it can vary from employee to employee.

**Engagement** is an intrinsic measure of how committed and empowered employees are. Engagement can vary from employee to employee.

Engaged employees:

- ❖ Feel satisfaction with their work.
- ❖ Take pride in the organization.
- ❖ Enjoy and believe in their work.
- ❖ Understand the link between their job and the organization's mission.
- ❖ Feel valued by the employer.
- ❖ Fully commit to their employer and their role.
- ❖ Exert extra effort to contribute to business success.

*An employee can have job satisfaction but not be engaged. However, you can't be engaged without having job satisfaction.*

# IF FORCED TO CHOOSE, WHAT WOULD YOU RATHER HAVE?

JOB SATISFIED EMPLOYEES?

ENGAGED EMPLOYEES?

WHY?



WHAT DOES YOUR  
WORK ENVIRONMENT  
LOOK LIKE?

# Surprisingly, money is only a *short-term* motivator.

Pay is an important aspect in *attracting* and *retaining* employees, but it is usually the fourth or fifth on the list of factors that drive employee loyalty and satisfaction!



## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT SURVEY

- Study done every year over the last ten years
- 600 U.S. employees surveyed
- 2012 - On a scale of 1 to 5, on average employees were only moderately engaged

**Score = 3.6**

(1 = highly disengaged and 5 = highly engaged)

(SHRM 2012 Job Satisfaction & Engagement Survey)

# EMPLOYEE JOB SATISFACTION



## **Top Five Aspects of Job Satisfaction Most Important to Employees – 2012**

1. Opportunities to use skills/abilities (63%)
2. Job security (61%)
3. Compensation (60%)
4. Communication between employees and senior management (57%)
5. Relationship with immediate supervisor (54%)



## EMPLOYEE ENGAGEMENT

### Top Five Aspects Contributing to Employee Engagement – 2012

1. Determination to accomplish work goals and confidence they can meet these goals (83%)
2. Relationship with co-workers (79%)
3. Opportunity to use skills/abilities (75%)
4. Contribution of work to organization's business goals (72%)
5. Relationship with immediate supervisor (71%)

*Common themes  
in engagement  
and job  
satisfaction:*

- Ability to use skills and abilities
- Relationships
- Leadership

So as a Leader,  
knowing:

Engaged employees =  
Higher productivity and  
commitment =  
Better business results  
for your organization.

*What do you do with  
this information?*

*Where can you have  
an impact?*

# POSSIBLE ACTION PLANS TO INCREASE EMPLOYEE ENGAGEMENT

- **Take the time and effort to become a GREAT LEADER!**
- Inspire a shared mission and goals.
- **Build and foster positive working relationships.**
- Show respect to others and earn respect by keeping your commitments and operating with integrity.
- **Know the skills and abilities of each employee and use them!**
- Know what motivates each employee.
- Communicate frequently. Strive for transparency.
- Be accessible – have an open door policy.
- Share the “why’s” as well as the “what’s”.
- **Assess your work culture – is it conducive to engagement? If not, fix it!**
- **Share expectations and provide frequent performance feedback.**
- Deal with conflict, issues and performance problems swiftly and fairly.
- **Treat your employees like Partners. Empower your employees – allow decision making where possible.**
- Give employees a voice - ask for their input.
- Ask your employees how you are doing and how you can help them.
- Conduct employee engagement surveys periodically.
- Give employees the resources they need.
- Do not rely on authority and control, but don't attempt to be friends either.
- Find out why employees leave – Exit Interviews.
- **Recognize your employees – show that you appreciate and know of their efforts.**

# ENGAGING DIFFICULT EMPLOYEES

- Talk to them; what is behind their actions or attitude?  
LISTEN – Is there an underlying issue?
- Empathize when appropriate – some employees may have difficulty with change.
- Refer employees to appropriate resources if there are personal issues or problems. (Employee Assistance Program, Community Resources, etc.)
- Discover what motivates him/her.
- Discover their strengths and play to those whenever possible.
- Empower - ask for their input and problem solving help. *“What can WE do to solve this problem?”*
- Recognize the positive contributions they do make, regardless of how small.
- Hold them accountable.
- Don’t avoid dealing with the issues – be fair and direct. Avoiding the issue is disengaging to your other employees.
- Ask “What can I do to help you?”
- Look in the mirror – is there something you as a Leader might be doing (or not doing) that is negatively impacting this employee?
- Set action plans and timelines if necessary.
- Move them up, or move them out! Your time and energy can be better spent elsewhere if they refuse to change.



Festival Foods – President & CEO, Mark Skogen, interviewed  
by Larry Avila for Gannett Newspapers, May 19<sup>th</sup>, 2013

*“...the company’s culture involves empowering its employees, involving them in the decision-making process to help the stores where they work provide the best service to customers.”*

*“We listen to what they (the employees) have to say and remove any barriers and obstacles so they can succeed. People don’t quit jobs, they quit bosses and if the problem is with the boss, then that’s a leadership problem.”*

*“It’s important to show appreciation for your people. Recognizing an employee for good service or a good deed by sending them a memo acknowledging their action is part of building good relationships with employees.”*

# THE BUSINESS CASE FOR EMPLOYEE RECOGNITION – IT MAKES BUSINESS SENSE

In response to the question in a recent engagement survey:

*“My organization recognizes excellence”*

the organizations that scored in the lowest fourth overall had an average return on equity (ROE) of 2.4%. Those that scored in the top fourth had an average ROE of 8.7%.

*Employees who feel appreciated and valued, have higher engagement and job satisfaction scores....no surprise!*

The teams and offices rated most highly by employees in response to

*“My manager does a good job of recognizing employee contributions”*

typically place in the top scores for customer satisfaction, employee satisfaction, and retention.



## REASONS FOR RECOGNITION

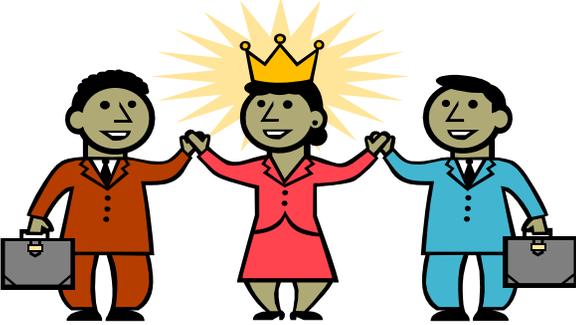
- Years of service
- Going above and beyond with an unexpected work task or project
- Successful performance results related to the organizational financial bottom line
- Exemplary behavior that aligns with organizational values
- Completion of regular work projects with high-quality results
- Completion of regular work projects ahead of schedule
- Are there other reasons you might want to recognize an employee?

# REASONS WE FAIL TO RECOGNIZE

- Lack of time by Managers and/or Supervisors
- Fear of other employees' jealousy – favoritism claims
- Afraid of being inconsistent – how can I see everything?
- Afraid recognition might be overused and become meaningless
- Not sure what to give for what achievement
- We can't afford it
- Feeling that having a job and a paycheck is enough
- Tax concerns
- Employees might be embarrassed to be publicly recognized
- Employees may have inconsistent performance – great in one area but poor in others
- Employees get tired/bored of the same recognition awards
- The employees will ask for more
- Managers/Supervisors not confident enough

(The Carrot Principle, 2007, Gostick & Elton)

# RECOGNITION TIPS

- Be sincere and genuine
  - Recognize above and beyond behavior/actions – not basic expectations
  - Communicate often regarding performance.
  - Individualize rewards – this means you need to know your employees and what motivates each of them.
  - Make it a **daily** priority – look for opportunities to recognize. This means you need to put yourself out there! Three coins suggestion.
  - Don't worry about "fairness" – reward those employees who are deserving
  - Be aware of the "squeaky wheel" – are your "Steady Eddies" getting the appropriate recognition also?
  - Remember your off-shift people – recognize them during their work shift, regardless of your convenience.
- 
- Don't assume your employees know that you appreciate them...tell them!
  - The reward should fit the contribution/effort
  - Have multiple options for rewards
  - Welcome new employees – send out welcome email, signed card by team, balloons or flowers
  - Stretch assignments – explain why they were selected
  - Share results with the team – make it a contest/game
  - Provide educational opportunities
  - Provide recognition notes for entire team to use to recognize each other



- Hand written thank you note or email to the employee, copying the owner/CEO/next level Manager
- Recognize employees in other departments – copy their Manager
- Additional time off, long lunch certificates
- Flexible work options if appropriate
- FOOD! Catered lunches or breakfasts – free coffee, popcorn, ice-cream treats, etc.
- Greet employees at the door in the morning
- Announce accomplishments at staff meetings
- Employee newsletter – Recognition Section

## LOW OR NO-COST IDEAS

- Do something fun with your team – bowling, mini-golf, etc.
- Company logo items/gifts – provide options
- Small gift cards – Starbucks, movies, etc.
- Personally deliver paychecks and take the time to thank them each for their latest contribution
- On-site massages
- Thank you note/letter sent to the spouse/family of the employee
- Company events – picnic where management cooks and serves employees (or pancake breakfast)
- Birthday and anniversary cards delivered in person to the employee
- Employee of the month
- Close parking space

## OTHER RECOGNITION SUGGESTIONS FROM THE GROUP?

**What have you done that was successful?**

**Share what you have experienced or witnessed that you felt was an example of great recognition?**

**What have you seen that did not work out so well; perhaps, should be avoided?**

# YOUR ASSIGNMENT

1. Over the next two weeks, you are to implement the three coins exercise. Keep three coins in your left pocket every morning. As you recognize an employee for a worthy effort, put one coin in your right pocket. At the end of each day, you should have no coins left.
2. Evaluate engagement at your organization. Where can you make improvements?
3. Take the Leadership Assessment. Develop two leadership goals and work with an Accountability Partner and/or your Manager over the next 60 days.
4. Read the book “*The Carrot Principle*”.
5. If anyone wants the *2012 Employee Job Satisfaction and Engagement Survey* – email me: [Ljohanek@comcast.net](mailto:Ljohanek@comcast.net). Lots of good data for employers.

ANY QUESTIONS OR COMMENTS?



# RECOMMENDED RESOURCES

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