



# Unlocking The Power of People

*How to Effectively  
Utilize Rewards & Recognition*

by

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# The Purpose of Rewards & Recognition

- ☞ To recognize individual and team efforts
- ☞ To re-enforce positive behaviors
- ☞ To create a better working environment
- ☞ To have a system that recognizes as many people as possible

*I really can't wait  
to go into work  
on Monday...*



# Traditional vs. Modern R&R

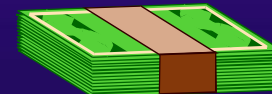
## ☞ Traditional

- R&R is top down only
  - Only managers have the “power” to R&R
- R&R is focused more on “Rewards”
  - Cash
  - “Trinkets”
- R&R is extrinsically oriented



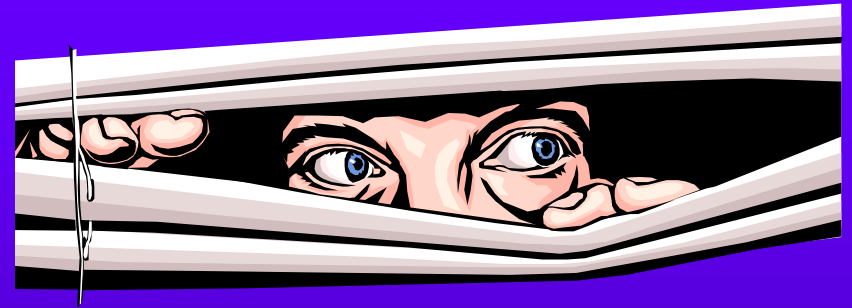
## ☞ Modern

- R&R can be recommended by anyone, at any time, for any reason
- R&R is focused more on “Recognition”
  - More Personal
  - More Sincere
- R&R is more intrinsically oriented
- Rewards are still given for superior performance



# When Recognition is Appropriate

- Any time you “catch someone in the act of doing something right.”
- When you observe a positive behavior
- Any time you become aware that someone has done something special, “above & beyond the call”
- When you have clearly communicated an expectation for a individual or team and they are making an effort to meet and/or exceed that expectation



# When Rewards Are Appropriate

- When an individual or team has clearly gone above and beyond their work scope without sub-optimizing the system
- When an individual or team has contributed directly towards improving business results
  - increase in revenues and/or decrease in costs



# Some General Notes on Motivation

- You can't motivate anyone
  - Motivation comes from within
- You can create an environment where positive motivation can flourish
- Different people are motivated by different things
- Ask your people to tell you what motivates them
- Top-down feedback has its limits

How can I motivate my people?



# Preparing The Environment

- Do you and your people clearly understand what your system is “normally” capable of producing?
- Do people clearly understand what is expected of them as individuals and as a team?
- Have you involved people in developing your Vision Support Plan (VSP)?
- Do people have the necessary tools, training, resources, authority, etc. to accomplish their goals?



# How To Recognize People

- ☞ Know your people
  - If you don't know what motivate them, ask!
- ☞ Respect their desires/differences
  - Some people like public recognition
  - Some people like private feedback
- ☞ Shut Up! After you have finished applauding
  - Encourage individuals to share their success
  - No “Buts”
    - *“You did real good, but.....”*

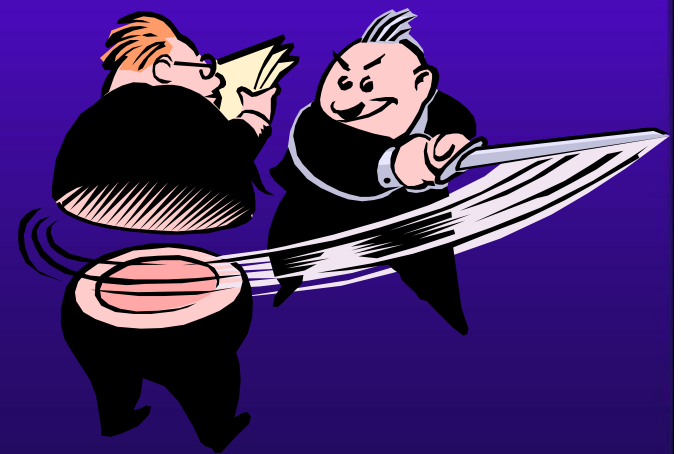




## Why work to motivate people with *Recognition*... When *Punishment* is easy?

- ☞ Punishment generally encourages people to:
  - Hide their mistakes
  - Look for some one else to blame
  - Only do enough to get by
  - Seek vengeance
  - Sabotage

*Punishment is easy, though ineffective. Recognition takes effort. However, small investments in effort will usually yield many happy returns.*





## With A Culture of Positive Recognition Comes Positive Rewards

- ☞ People actually want to come to work
- ☞ Customers are better served
- ☞ Managers spend less time with “problem employees”
- ☞ Turn-over is reduced
- ☞ You develop a positive “reputation”



# Recognition Should Be...

- Timely
- Appropriate
- Shared (whenever possible)
- Given without reservation
- Appreciated

*I just saw the latest report... I really appreciate all your hard work.*



*– If you give recognition that is not appreciated, then you probably don't know the receiver well enough and should get to know him/her/them better!*



## The *Sincerity* of Recognition is Often More Important Than the *Vehicle* of Recognition

- A hand-written note, left quietly on an individual's desk, can often be appreciated more than \$100 and a certificate thrown at them ceremoniously
- Numerous studies have shown that the most appreciated recognition employees receive comes from their immediate supervisor



# The Effective Recognition Giver...

- Doesn't look rushed and actually enjoys listening for a few minutes.
- Asks about a specific aspect of a person's work that he/she is genuinely interested in.
- Looks at the individual while she/he talks and slows down their actions to take in the information and learn.
- Positions him/herself to avoid the inevitable distractions of passers-by.
- Makes *very* brief positive comments about what is said without taking the spotlight off the individual.
- Makes positive statements like "you must've felt great," or "that really helped the customer."
- Resists the temptation to talk about other business problems or deadlines at that moment. He/she comes back or calls later to deal with other subjects.

*How does it feel to finally get this accomplished after so much effort?*

*Wow, she actually cares!*



# The Ineffective Recognition Giver...

- Speed-nods (head bobbing in an attempt to get the talker to get it over with or wrap it up).
- Interrupting to guess what happened next.
- Stealing the scene by jumping in with a similar experience that happened to him/her or someone they know.
- Keyboard tapping and audible fidgeting when on the other end of the phone.
- Looking around “cocktail party-style” to see whom to talk to next.
- Finishing sentences.
- One-upping - offering an idea of how a person could handle a situation even better.

A white thought bubble with a black outline, containing the text "How much longer will this take?". The bubble is positioned above the woman in the illustration, with three small circles leading to her head.

How much longer  
will this take?



# What About Those People Who Don't Get Recognized?

- Have they been overlooked?
- Are they being challenged?
- Are they aware of opportunities?
- Do they have the tools & resources necessary to do their job?
- Do they clearly understand the business “big picture,” their VSP and how their personal contributions fit into the big picture?



# What About Those People Who Resist Recognition?

## Type of Resister

“I’m skilled and experienced and you don’t need to pat me on the back.”

“I’m embarrassed in front of all these people”

“I don’t think I deserve it.”

## Ways to help this Resister Receive Recognition

Use respectful methods like asking his/her opinions or including them in decisions

Give recognition quietly or send via E-mail or voice mail.

Make your positive comments as specific as you possibly can. Be low-key (don’t exaggerate). Use “I” statements, such as: “Well, I saw the difference you made with the customer.”



# It All Comes Down To Leadership

- Anyone can be a leader
- A leader has “a vision of a better place”
- Leaders make the right choices
- Leaders take action
- People follow leaders...
  - They comply with managers



