



Rewarding and Recognizing Employees (3 Days) ST00128

COURSE GOAL: The student will understand effective methods for rewarding and recognizing employee performance.

PREREQUISITES: None

LEARNING OBJECTIVES:

Upon completion of this course the student will be able to:

- Assess their current system of employee rewards and recognition.
- Develop a plan for encouraging individual employee performance with rewards and recognition.
- Create a plan to recognizing and reward employees based on their performance as a group.

KEY TOPICS:

I. Understanding the New Workforce

- A. Moving at the Speed of Change
- B. Doing More with Less
- C. Free Agents
- D. New Entrants into the Workforce
- E. Combative Cultures
- F. Teams and Teamwork
- G. Globalization
- H. Spans Control
- I. Connectivity and the Virtual Workforce
- J. Search for Meaning

II. The Difference Between Bribes and Flattery, Recognition and Rewards

- A. Punishing and Piquing
- B. The Truth About Motivation
- C. Evidence to the Contrary
- D. Context, Content, and Caring
- E. Putting the Accent on the Right Syl-la-ble!
- F. Rewarding as a Matter of Choice

III. The Human Nature of Work

- A. Interpersonal Relationships
- B. Boundaries
- C. Mutual Respect
- D. Embracing Diversity
- E. Leadership And Recognition
- F. Control and Influence
- G. Self-Esteem
- H. Organizational Pride
- I. Vision, Mission, Values, and Other Dreams

J. When Systems Support People

IV. Rewarding Employees by Leading Well

- A. The Illusion of Power
- B. Getting Priorities Straight
- C. Leadership and Stewardship
- D. Enlightened Interests
- E. Unlocking Invention
- F. The Efficacy of Principles
- G. Leading by Example
- H. Adding Value
- I. Inspiring Excellence

V. Building a Culture for Desired Outcomes

- A. Outcomes and Results
- B. Collaboration
- C. Job Design
- D. Planning, Performing, and Measuring
- E. Taking Time
- F. Limits, Structure, and Other Symbols of Caring

VI. Recognition as a “Whole Person” Experience

- A. Honoring the Person Within Others
- B. Rites of Recognition
- C. Preparing for “Them”
- D. Celebrating Life
- E. The Whole Person
- F. Empowerment
- G. Choosing Collaboration
- H. Discovery Is a Continuous Journey

VII. The Many Forms of Recognition

- A. Communication
- B. Personal Development
- C. Performance Feedback
- D. Doing What’s Natural
- E. Enhancing Self-Worth
- F. Increasing Competence
- G. Informal Recognition
- H. Formal Recognition
- I. Celebrating Outcomes

VIII. Understanding How Rewards Work

- A. You Get What You Pay For- and Sometimes More
- B. Pay for Performance
- C. Understanding Wants and Needs
- D. Rewarding for the Right Reasons
- E. Why Rewards Fail
- F. Making Rewards a Non-Issue
- G. The Reward of “Choice”

IX. Intrinsic Rewards

- A. Meaningful Work
- B. Learning
- C. Making History
- D. Building Value
- E. Personal Integrity
- F. Organizational Pride

X. Extrinsic Rewards

- A. Base Pay and Total Reward Programs
- B. Performance Management and Pay for Performance
- C. Games, Prizes, and Other Forms of Reward
- D. Growth and Advancement
- E. Wealth Creation
- F. Short-Term Programs
- G. Longer-Term Programs
- H. Risk Sharing and Reward Sharing
- I. Alternative Pay Programs

XI. The Reward of Self-Actualization

- A. Personal Appreciation
- B. Competition and Collaboration
- C. Someone Else’s Wants
- D. Adding value
- E. In the Customers’ Eyes
- F. Becoming a Free Agent

XII. Aligning Strategy and Rewards

- A.** Aligning Strategy, Structure, and Systems
- B.** Visions, Values, and Actions
- C.** Integrating “Doing,” Thinking,” and “Feeling”
- D.** Build Responsibility: The Rewards Will Follow
- E.** Spend Time on What You Value- This Must Be Kansas