



2019 South Carolina State
SHRM Conference

presents

STRATEGIES FOR RECOGNIZING & ENGAGING EMPLOYEES

with Bob Nelson, Ph.D.
September 26, 2019
Myrtle Beach, South Carolina

TODAY'S PRESENTER



INTRODUCTION

Dr. Bob Nelson

Considered the world's leading expert on employee recognition and employee engagement

President of **Nelson Motivation Inc.**, a management training/consulting company in San Diego

Sold 5 million books on management & motivation, including *1501 Ways to Reward Employees*

Has appeared extensively in the national media regarding how best to motivate employees

Holds an MBA in organizational behavior from UC Berkeley and received his PhD in management



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Dr. Bob



“Men and women want to do a good job, a creative job, and if they are provided the proper environment, they will do so.”



Bill Hewlett
Co-Founder
Hewlett Packard

AGENDA

- 1 Employee Engagement in a Tight Economy
- 2 Prelude: Create a Clear & Compelling Vision
- 3 Recognize & Reward High Performance
- 4 Ongoing Focus on Career Growth & Development
- 5 Summary: The Role of One's Manager
- 6 Questions & Discussion



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EMPLOYEE ENGAGEMENT IN A TIGHT ECONOMY

Working Harder, But Less Valued

- 85% of employees feel overworked and underappreciated
- 67% of companies report engagement is down, currently at an all-time low
- 56% of employees report they are somewhat/ completely dissatisfied with their job
- 54% plan to find new jobs as they are able
(25% of top performers; 76% of younger workers)

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VALUE OF ENGAGED EMPLOYEES

ENGAGED EMPLOYEES ARE...

- 18%** more productive
- 12%** more profitable
- 27%** less prone to absenteeism
- 51%** less likely to leave their jobs

Source: *The Gallup Organization*



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HOW BEST CAN YOU INCREASE EMPLOYEE
ENGAGEMENT?



CREATE A CLEAR AND COMPELLING VISION

**All performance starts with clear goals
and expectations**

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TIPS FOR CREATING A CLEAR & COMPELLING VISION

- Ensure that everyone on your team understands the division's strategy and how their work connects to that strategy
- Discuss the company's Core Values, providing examples of each
- Plan quarterly "Meet & Greet" with leaders for your team
- Watch All Hands Meetings together and discuss key takeaways

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VALUE OF RECOGNITION

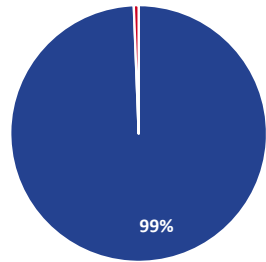
RECOGNITION IS...

Acknowledging &
Appreciating People
for Their Achievements



VALUE OF RECOGNITION

ALTHOUGH MOST EMPLOYEES WANT RECOGNITION...



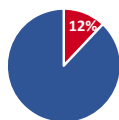
99.4% of employees expect to be recognized when they do good work

Source: Post-doctoral research conducted by Dr. Bob Nelson

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VALUE OF RECOGNITION

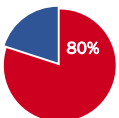
FEW EMPLOYEES FEEL RECOGNIZED TODAY



Only **12%** of employees feel recognized in important ways



Almost **34%** feel they are not recognized in meaningful ways



80% of managers feel they are good at recognizing their employees

Source: Maritz Poll

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VALUE OF RECOGNITION

RECOGNITION GIVEN FOR
HIGH-PERFORMANCE IS
THE MOST IMPACTFUL DRIVER
OF EMPLOYEE ENGAGEMENT



Source: The Harvard Business Review

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VALUE OF RECOGNITION

THE **#1 BEST-IN-CLASS STRATEGY** FOR
IMPROVING EMPLOYEE ENGAGEMENT:

A strategic, integrated Employee Recognition &
Reward program.



Source: The Aberdeen Group

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TIPS FOR RECOGNIZING YOUR EMPLOYEES

- Talk with your direct reports about how they like to be recognized—individually and as a group
- Try to thank, recognize or praise your employees weekly for desired behavior and results they've had
- Start staff meetings with some type of recognition; allow team members to thank each other publicly
- Host occasional "Praise Barrages"
- Take time at the end of Manager Meetings to share R&R
- Celebrate team successes together: with food (lunches, ice cream socials, etc), Happy Hours, team building activities, etc.

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TIPS FOR RECOGNIZING YOUR EMPLOYEES

Personal and Public Praise

Thanks and Praise

- **Personal**
- **Written**
- **Electronic**
- **Public**

Source: Based on post-doctoral research by Dr. Bob Nelson

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Praising Individuals

ASAP-Cubed

- **Soon**
- **Sincere**
- **Specific**
- **Personal**
- **Positive**
- **Proactive**

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Praising Individuals

- **I saw what you did**
- **I appreciate it**
- **Here's why it's important**
- **Here's how it makes me feel**

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Praising Strategies

- **Praise someone directly**
- **Praise them in front of others**
- **Praise them when they're not around (i.e., positive gossip)**

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VALUE OF RECOGNITION



VALUE OF A CULTURE OF RECOGNITION

- **5 times** more likely to feel valued
- **6 times** more likely to strongly endorse their company as a great place to work
- **7 times** more likely to stay with the company for their careers
- **11 times** more likely to feel completely committed to their jobs

Source: Maritz Poll

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VALUE OF RECOGNITION




COMMITTED EMPLOYEES
DELIVER
57% MORE EFFORT
THAN UNCOMMITTED
ONES

*Source: Towers Watson Willis
Engagement Research*

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Why Isn't Money Enough?

“Economic incentives are becoming rights rather than rewards. Merit raises are always introduced as rewards for exceptional performance. In no time at all they become a right...”



— Dr. Peter Drucker
Management Guru

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**“Less than 3% of base salary separates
average from outstanding performance.”**

— Compensation & Benefits Review

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**“Compensation is a right; recognition
is a gift.”**

— Rosebeth Moss Kanter
Professor of Management
Harvard University



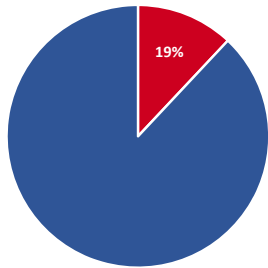
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**All development is self development;
90% of which occurs “on the job”**

ONGOING FOCUS ON CAREER GROWTH & DEVELOPMENT

WHY DO EMPLOYEES LEAVE?



19% response differential
between employees who stay
and those that leave regarding:

“My manager has made a
personal investment in my
growth and development.”

Source: Trendicators HR Research & Insights by Engage2Excel

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Example

American Express teaches its managers
a delegation technique they call
“Label and Link.”

Result: Employees better
understand what is needed
and are more motivated
to do those things.



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TIPS FOR ONGOING FOCUS ON CAREER GROWTH & DEVELOPMENT

- Invite new hires to coffee or lunch to discuss their job expectations and career goals
- Hold 1:1 meetings with each direct report ideally every two weeks; have each report set the agenda to be sure you are addressing their needs
- Hold skip-level meetings, i.e., a leader meeting with someone who is at least 2 levels removed, once a quarter
- Hold project debriefings and “lunch & learns” across teams to share Best Practices

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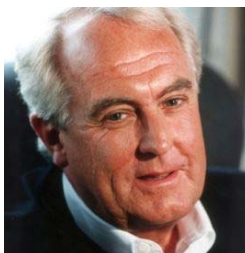
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**One's manager is the most important person
for any employee in the workplace
and has the most influence on
their level of engagement.**

Source: The Gallup Organization

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**“A positive example is the best way to
create the right atmosphere. There are so
many things you can do to give people the
security to take responsibility.”**



—Jan Carlzon, CEO
SAS and Author,
Moments of Truth

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TIPS FOR BEING THE BEST MANAGER

- The manager sets the tone and energy for his/her group; be positive, proactive and forward looking
- The manager needs to be an advocate for each employee and for the group
- Ask your employees for their input and ideas; give them autonomy and support to pursue ideas and suggestions that they have
- Involve your employees in decision making, especially those decisions that most affect their work

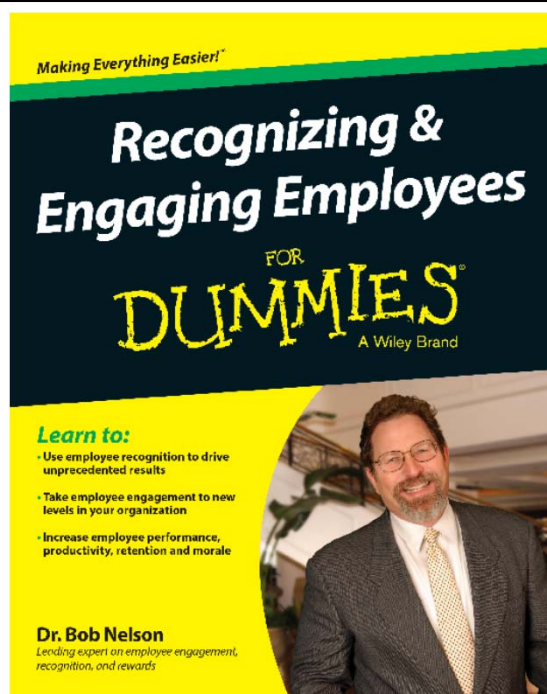
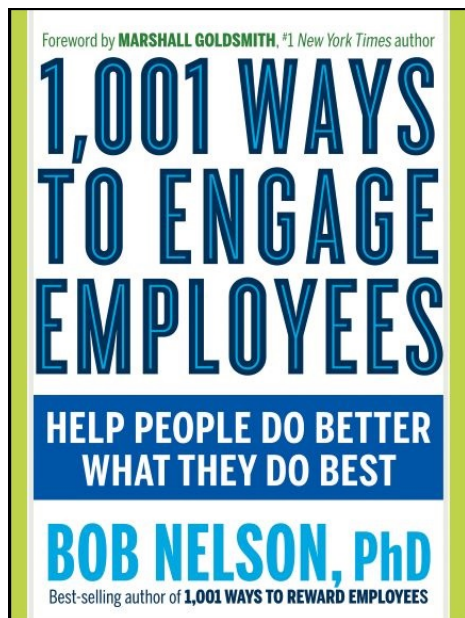
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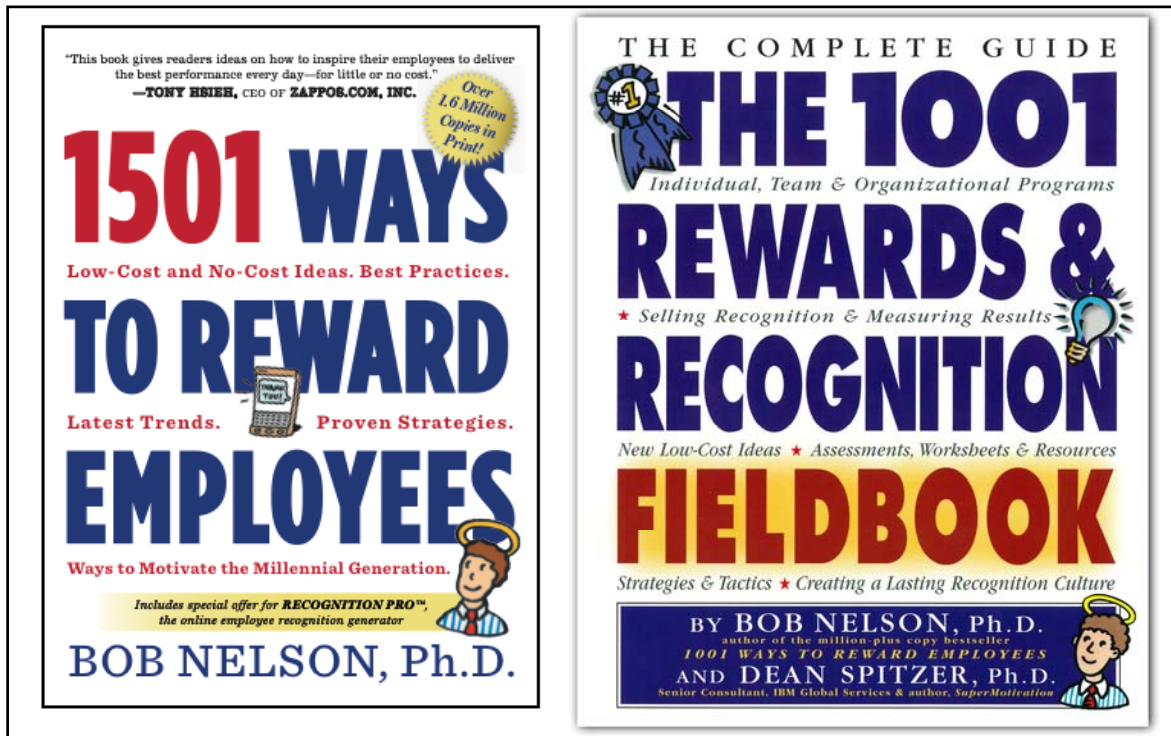
IN SUMMARY...

All Behavior Is a Function of Its Consequences

- **Positive Consequences**
- **Negative Consequences**
- **No Consequences**

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Questions & Discussion

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