

Managing with Carrots:

Using recognition to engage employees, retain talent, and drive performance

*Workforce Management Classified
Training Branch*

*Based on the book by Adrian Gostick and Chester Elton, Gibbs Smith Publisher,
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What Employees Really Want

- Knowing what is expected of them
- Having the tools to do a good job
- Having the opportunity to do what they do best
- Receiving recognition or praise for good work



Carrot Seeds

The Need for Recognition

1st



Carrot Planting & Cultivation

How to Set Up an Effective Recognition Program

3rd



Carrot Harvest

Outcomes of Implementing a Carrot Culture

2nd



Starting Your Own Crop

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Carrot Seeds

The Need for Recognition



Why Recognition?

Recognition is the most powerful tool
you can use to achieve better
productivity results and retain your
best people.



Why Carrots?

- Reach District's and department's goals
- Recognize outstanding achievements
- Boost morale
- Increase productivity
- Keep good employees



Benefits of Recognition

- Improves retention levels
- Enhances personal worth
- Improves productivity levels
- Builds relationships between management and employees





Carrot Planting & Cultivation

How to Set Up an Effective Recognition Program



Key Elements of Successful Recognition

- Creates experiences that bond employees to the organization
- Aligns employees with organization's goals and objectives
- Explains organization symbolism



Two Forms of Recognition

Informal



Formal



Informal Recognition

- Immediate
- Typically free or inexpensive
- Happens on a regular basis
- A huge potential to positively impact your organization

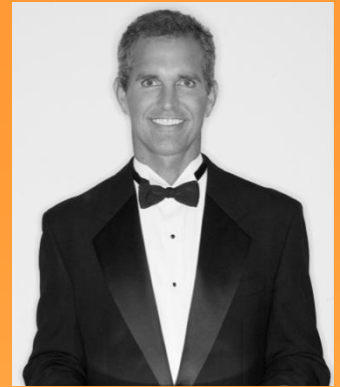


3 Tips for Giving Recognition

1. Identify an opportunity to give recognition.
2. Describe the behavior as immediately and specifically as possible.
3. Describe the impact on you and on the organization.



Formal Recognition



- Absolutely critical for building a culture of recognition in an organization
- Performance-based, service or safety awards
- New employee and retirement recognition
- Powerful, bonding experiences



Presenting Carrots



1. Choose the right person to make the presentation
2. Ensure the person is trained in making great presentations
3. Ensure the presenter understands and can explain the symbolism on the award and tie into goals and values of the organization
4. Invite colleagues and ask two or three coworkers to say something about the recipient
5. Allow the recipient to make a few comments
6. Close by offering a sincere thank you



Recognition Communication

- Explains purpose of program
- Clearly explains what actions are recognized
- Ties those individual accomplishments to the organization's vision and goals
- Details what awards are available
- Explains how to nominate a coworker or subordinate
- Fits the organizational culture
- Focuses commitment





Carrot Harvest

Outcomes of Implementing a Carrot Culture



What will offering the right carrots do for our organization?

The right recognition will attract and develop more talent and create greater value for your school/office and LAUSD overall.



Maslow's Pyramid



Maslow's Hierarchy of Needs is shown above. The pyramid illustrates the five levels of human needs. The most basic are physiological and safety/security, shown at the base of the pyramid. As one moves to higher levels of the pyramid, the needs become more complex.



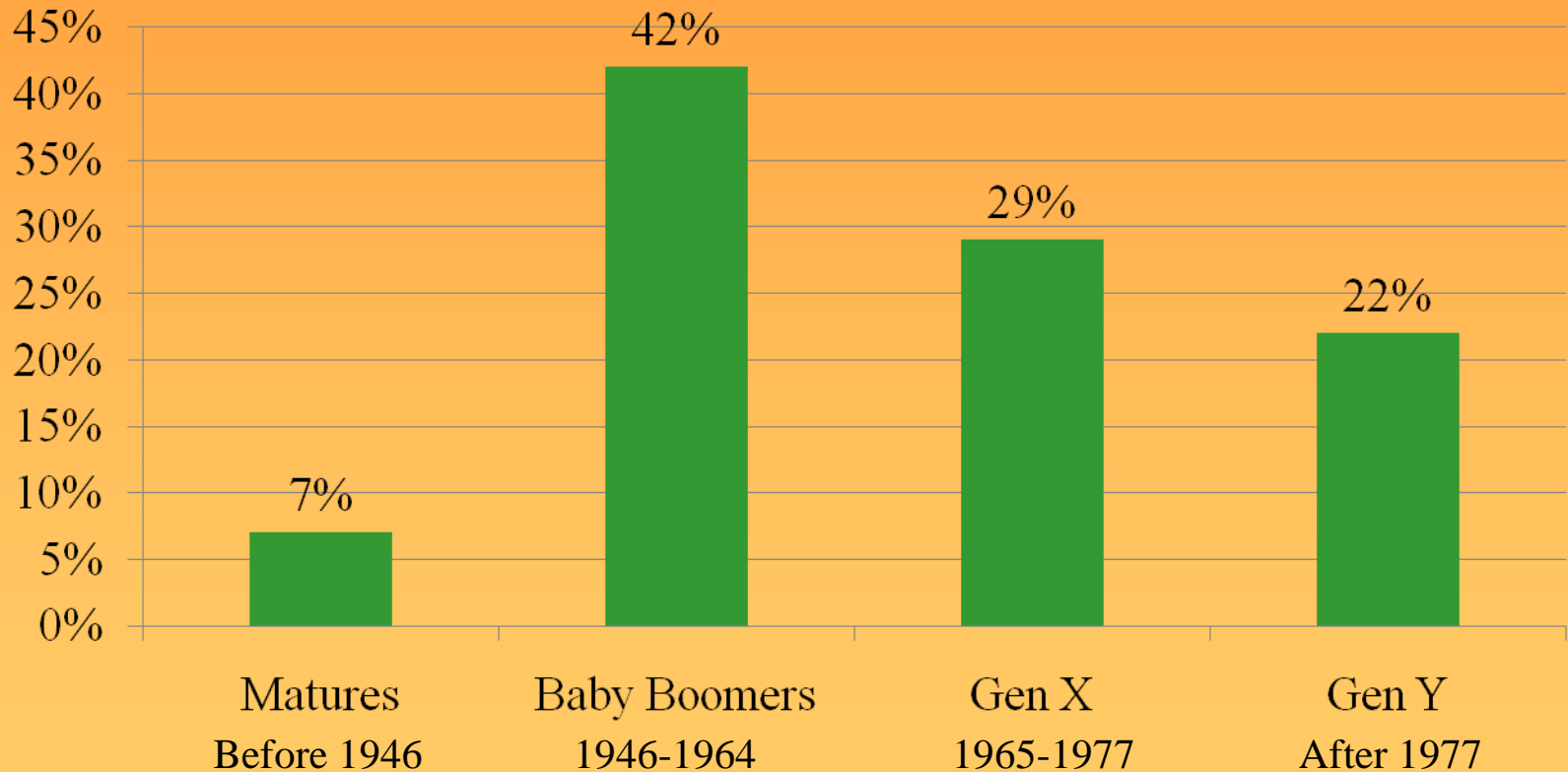
Effective Rewards Systems

1. Awards should recognize only results that are important to the organization
2. Awards should be fair
3. Awards should be of value to employees



Know Your Audience

A breakdown of 2006 US Workforce by generation



Generational Motivators

It is important for managers and supervisors to be aware of the varying forms of recognition that may be most appreciated by employees from different generations. Though not applicable to every individual, the list below contains recognition points to address diverse generations.

Matures



- Provide recognition in front of their peers
- Recognize their loyalty and hard work
- Recognize their experience and wisdom
- Provide technology training – don't rush it!
- Use a personal touch for recognizing – hand written thank you notes
- Use traditional awards

Baby Boomers



- Understand their loyalty to the company
- Provide recognition in front of others
- Let them know they are important in the process
- Let them know they are valued
- Provide many developmental experiences
- Provide books and training tapes as a bonus
- Reward their work ethic

Gen Xers



- Appreciate their technical savvy
- Recognize more often
- Value them – they are credible individuals
- Give them new challenges/projects – often
- Teach them new skills – often
- Help them build a plan for their career
- Value their work-to-life balance – time off, flex-time, and have a more flexible workplace

Gen Yers



- Allow for flexible work schedules if possible
- Provide positive reinforcement
- Recognize more often – value their presence
- Value their technical savvy
- Appreciate their creativity
- Value them – they are credible individuals
- Give them quick and easy tangible rewards
- Keep them challenged and learning new skills – often/training

Tailoring Recognition



1. Identify how each individual contributes.
2. Determine personal recognition preferences.
3. Recognize unique contributions with personalized recognition.





Starting Your Own Carrot Crop



Where to Begin?

- Determine what is most important to recognize
- Set strategic goals
- Choose the right awards
- Build excitement
- Keep it simple



First Things First

- Plant seeds early – first day of work
- Keep the carrots coming – give recognition on a regular basis
- Improve the work lives of the employees by small but symbolic gestures of appreciation



Common Errors

- Complexity
- Lack of timeliness
- Lack of buy-in
- Lack of integration
- Lack of preparation



Never Underestimate the Power of a Carrot

- Brings out the best in employees
- Generates pride
- Elevates work satisfaction
- Establishes trust between mgrs. and employees
- Furthers organizational goals
- Appeals to the most basic human needs (Maslow Hierarchy)

