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How to Incentivize Your Maintenance Staff

O & M for Improved Building Performance

Are Your Employees Motivated?

- What do you think motivates the people who work for you and others?
 - Is it money?
 - Is it a gold star?
 - Is it a certificate?
 - Is it a day off?

Title Change! How to Recognize Employees and Improve Operations

- Incentives really don't work by themselves
- Employees want to be recognized
- They want meaning in their work
- If you think rewards are the recognition, that is a mistake
- Supervisors need to focus on the meaning behind the award, then employees will receive recognition that really works

Plaques and Awards Aren't Recognition

- Have you ever received a plaque or certificate for “doing a good job?”
- Did you keep it and hang it on the wall in your workspace?
- What is the definition of recognition?
 - The act of seeing or identifying
 - The perception of something as existing or true
 - The acknowledgment of something as valid or entitled to consideration

Recognition

- Someone once said: “I’d be happy if I thought anyone here even knew I existed.”
- Employees want to be seen – sometimes literally.
- Employees want their accomplishments identified and acknowledged.
- How well do you see employees? Take this visibility quiz:

Do You Really Know Your Employees?

- Could you introduce each of your team members by providing the following information?
 - Name
 - Length of time with the department
 - Role on the team
 - Special strengths
 - Current project and why it is important

The Elements of Recognition

- Recognition that WORKS has four basic elements:
 - Praise
 - Thanks
 - Opportunity
 - Respect

Praise

- Employees want to hear their supervisor say, “great job, you accomplished something important.”
- They want a supervisor to acknowledge their progress.
- They want to be noticed of what they do right.
- While every employee wants praise, not all want public praise. Learn each employee’s preference.

Three Tips for Offering Praise

- Be clear and concise about what you are praising.
- Make the praise fit the accomplishment. Don't exaggerate or overdo it.
- Keep it timely. Don't wait six months for the performance review. When you see it or hear about it, praise it.

Thanks

- A sincere thank-you is a highly valued form of recognition that works.
- If someone's efforts make your job easier, then thank that person.
- Significant progress is made in improving morale and productivity when a sincere thank-you is made.
- To make sure that your thank-you has the desired effect, describe why the person is being thanked. Be specific, accurate, clear, and concise.

Thanks

- Send a handwritten note.
- Have you ever received a note that you have kept?

Opportunity

- What does this have to do with recognition?
- Give your employees new opportunities to contribute in a meaningful way and learn new skills.
- Opportunity provides them with more freedom in how the work gets done.
- They will be committed to you and your department's success.

Opportunity Tips

- Learn about employees' workplace aspirations.
- Assess their ability and desire to work effectively with little supervision.
- Coach them on what they need to do to achieve their goals.
- Offer learning opportunities that will help reach goals.
- Increase their freedom in incremental stages as they demonstrate their ability to work well on their own.

Respect

- Respect is an often overlooked element of recognition.
- In reality, it is the most critical element.
- Give your employees new opportunities to contribute in a meaningful way and learn new skills, provide them more freedom in how the work gets done, and they will be committed to you and your department's success.

Respect

- Consider employee needs as you make decisions, and you recognize employee value.
- Stop and listen, make allowances for personal crises, get to know something about each person who works for you, and you show respect.

How Do You Do It?

- Every day employees look for proof they are valued
- They want to be told as well as to be shown
- Start off new hires by really making them feel welcome
 - Provide them all the resources they need to get started
 - Take them to lunch on new employees' first days
 - Assign someone to orient them to the workplace
 - Connect often to see how you can assist them

The Motivation Connection

- Motivation can be extrinsic, intrinsic, or a combination
- Extrinsic motivation comes from outside the individual
- Intrinsic motivation comes from within
 - Individuals motivate themselves based upon their own personal needs and expectations
 - This varies between persons, with each individual being motivated by something slightly different from others

Extrinsic Motivation

- Examples of incentives that you can offer – a bonus if certain criteria are met, a prize in a contest, a raise if a project is completed on time
 - Used properly, these types of incentives can work well, but there isn't much recognition built into them
 - Used improperly, incentives can damage motivation

Intrinsic Motivation

- Three categories of intrinsic motivation according to David McClelland
 - Achievement – people want to do something important or create something of value
 - Affiliation – people want to belong, to be part of something bigger than themselves
 - Power/Control – people want to have an impact on others or the environment

Effective Recognition

- What it does best is to acknowledge and support people's intrinsic motivators, and inherent recognition – recognition that comes from the work and workplace – often does it best
- Purpose is a powerful motivator
 - The inherent recognition in having a common purpose comes from seeing progress toward goals that have a positive effect
 - Help your people find their purpose

Purpose on the Job

- Help employees provide those services or products of exceptional quality
- Continually work to improve the group's reputation within the organization
- Give employees the opportunity to contribute in a meaningful way
- Acknowledge their progress

Trustworthiness

- People want to be trusted to do the right thing
- Managers (leaders) who demonstrate trust recognize that employees have the best interest of the organization at heart and can be trusted to do what is right
- Trusting employees provides two elements of recognition: respect and opportunity

Opportunities for Growth

- Provide opportunities for growth
- To improve both retention and enthusiasm, help employees take on new and different responsibilities
- Recognize employees' value to the organization by giving them opportunities to grow and learn
- Invest time and budget in helping employees develop skills that will move their careers forward

The Work Environment

- Do your employees have the resources to do their work?
- Is their work area clean and safe?
- Anything that a leader does to improve the employee work environment – successful or not – will recognize employee value
- You as the leader influence team spirit – make it a positive one

It's All About Relationships

- With recognition, nothing is more important than the relationship between the giver and the receiver
- Leaders who are most successful spend less time thinking about recognition itself and more time thinking about how they can help the people they work with

Thoughts and Actions That Will Make You Successful

- Get to know your people
- Help others learn and grow
- Share information, and trust people to use it appropriately
- Value both the individual and his or her contribution

More on Relationships

- Relationships are the cornerstone of recognition
- Without trust, respect, and communication, recognition does not matter
- What makes recognition memorable and meaningful?
 - The person offering recognition knew the recipient well enough to know what was wanted or needed and then provided it

Creating a Respectful Environment

- Be on the lookout for anything in your organization that seems disrespectful of employees. Do what you can to change or lessen employee impact.
- Ask employees what they want and need that will make them most effective
- Listen and respond to the best of your ability
- Encourage respectful behavior among team members
- Promote policies that serve employees, organization

How Do You Measure Up?

- Do you focus on what matters most?
- Ask yourself whether the people you work with value the recognition that you already give.
- Have you developed mutual trust, respect, and loyalty with them?
- Do a multirater assessment

How Do You Measure Up?

- Use self-assessment tools such as the one on Make Their Day website (www.maketheirday.com/1minute-assessment.pdf)

The Most Important Role

- Ask 100 employees what their favorite form of recognition is, and you will get at least 50 different answers.
- Ask the same 100 **who** they most want to receive recognition from, and the majority will say they want it from their manager, leader, or supervisor.
- Cindy Ventrice says her research shows 70% of the most meaningful recognition comes from a leader.

The 50/30/20 Rule

- Employees want recognition from a number of sources.
- They **need** it to come from their manager, supervisor, or leader.
- The preferred mix of recognition:
 - 20% from the organization
 - 30% from their peers
 - **50%** from their leader

The Manager's Opportunity and Responsibility

- As a leader, you are most able to provide the recognition that employees crave.
- Recognition that you offer reassures employees that they are performing up to expectations.
- To an employee, their leader is the organization.
- If their leader does not recognize them, most employees will say that the organization, in general, does not recognize them.

Missed Opportunities

- Leaders have the opportunity and means to create recognition that offers the greatest impact. Yet, almost half of all leaders fail to provide any meaningful recognition.
- They resist because they believe that being paid is the only recognition that employees need.
- They resist because they are too busy doing their job to spend time on recognition.

Missed Opportunities

- They resist because they are afraid they will be accused of playing favorites
- They resist because they have experienced a program that failed miserably
- They resist because their own attempts at recognition have failed

Missed Opportunities

- Many leaders only speak to employees when a problem comes up
- If you only offer suggestions for improvement and don't recognize what your employees do well, they will tune you out
- Give at least three times as much praise as corrective feedback
- Avoid adding a little dose of corrective feedback

What Exceptional Leaders Do

- Provide clear expectations, validation, respect, loyalty, and trust
- Figure out what people have to offer, and leverage those strengths
- Individualize recognition
- Encourage employees to recognize each other
- Celebrate as a team

Making Recognition Every Employee's Responsibility

- If you want a more motivating work environment with greater levels of appreciation, take the initiative
- Offer recognition to your boss, coworkers, and the people you lead
- Send an email
- Send a personal note
- Send some kind of card that allows the giver to fill in the recipient's name and describe what they did

Making Recognition Every Employee's Responsibility

- Tell the employee in person
- Form a recognition committee
 - Promote recognition across all levels
 - Make recognition easy
 - Complement HR's programs

What Do Employees Prefer

- They appreciate receiving time off as an award
- They like gift cards as spot awards
- They want meaningful, interesting, and challenging work
- They need clear expectations and understanding of their role to be most engaged
- They love praise and appreciations
- They need some kind of social interaction

An Air Force Award

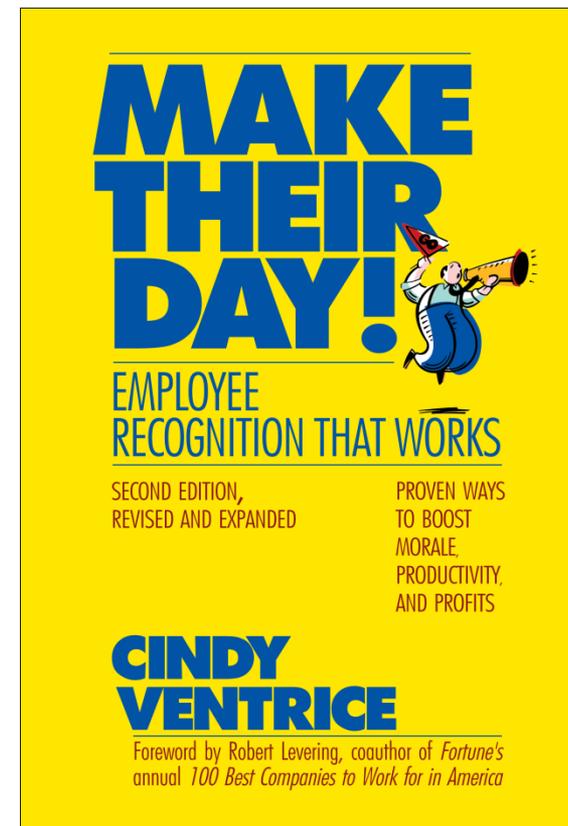
- A maintenance officer in the Air Force received an award that he considered both unique and meaningful. The award was a hand-drawn picture of the three types of aircraft he maintained, mounted with photos of the eighteen people who worked with him in his section. He said this one-of-a-kind award was the most memorable recognition he had ever received.

Make a Plan

- Determine the current state of recognition
- Plan your recognition strategy
- Commit to a long-term, graduated implementation

Resources - Publications

- **Make Their Day** – Employee Recognition That Works by Cindy Ventrice



Resources - Publications

- **The Seven Habits of Highly Effective People** by Stephen R. Covey
- **Developing the Leader Within You** by John C. Maxwell
- Harvard Business Review, “Why Incentive Plans Cannot Work

Resources - Publications

- **First, Break All the Rules: What the World's Greatest Managers Do Differently** by Marcus Buckingham and Curt Coffman
- **Websites:**
 - www.maketheirday.com
 - www.recognition.org
 - www.stephencovey.com
 - www.johnmaxwell.com

Resources – On Line

- **<http://hbr.org/product/why-incentive-plans-cannot-work/an/93506-PDF-ENG>**
- **Websites:**
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 - www.recognition.org
 - www.stephencovey.com
 - www.johnmaxwell.com

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