SYNERGY

A Publication of ACI HR Department

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Contents

Performance Appraisal and its Importance

By Shamim Ferdous

PERHAPS THE MOST SIGNIFICANT BENEFIT OF APPRAISAL IS THAT, IN THE RUSH AND BUSTLE OF DAILY WORKING LIFE, IT OFFERS A RARE CHANCE FOR A SUPERVISOR AND SUBORDINATE TO HAVE "TIME OUT" FOR A ONE-ON-ONE DISCUSSION OF IMPORTANT WORK ISSUES THAT MIGHT NOT OTHERWISE BE ADDRESSED. ALMOST UNIVERSALLY, WHERE PERFORMANCE APPRAISAL IS CONDUCTED PROPERLY, BOTH SUPERVISORS AND SUBORDINATES HAVE REPORTED THE EXPERIENCE AS BENEFICIAL AND POSITIVE FOR BOTH ORGANIZATION AND EMPLOYEE.

Appraisal offers a valuable opportunity to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance. Thus the performance of the whole organization is enhanced. For many employees, a "formal" appraisal interview may be the only time they get to have exclusive, uninterrupted access to their supervisor.

Process
There are many ways a company can conduct performance appraisal but in general each performance appraisal should include the underlying elements in the process.

Firstly, after the departmental or business charter subordinate and supervisor needs to sit together and establish their next year's individual targets in light of the next year's charter.

Secondly, each employee needs to understand the value of their work in the company and why they are doing it; it is the responsibility of the supervisor to convey this message to all the subordinates as well as they then need to decide together what would be the performance standards and the expectation of the targets. One thing the supervisor needs to consider in setting up the targets is that it should not be easy or impossible to achieve rather it should be stretching meaning can be achieved but hard work is needed for that. Each target should be SMART meaning targets should be Specific not vague, targets should be Measurable because if you can't measure you can't appraise, targets needs to be Achievable because if you know you can't achieve then you won't try, Realistic targets are more desirable than unrealistic targets by the subordinates and lastly each targets needs to have defined time period in which it needs to be completed.

Thirdly, through a system the targets need to be measured and in our company we have Balanced Score Card and Action Plan through which individual targets are measured and evaluated. In both the systems it evaluates a person's qualitative and quantitative criteria; by quantitative we indicate tasks which can be measured in numbers and by

qualitative we mean the soft skills that a person possesses while performing those tasks and can't be measured by numbers. Furthermore, at the year end the performance needs to be evaluated through a formal interview between supervisor and subordinate where each targets will be evaluated against the performance standards which were set up in the beginning of the year. Then, the supervisor needs to constructively give feedback to the subordinate of their performance and talk about the future goals.

Interview is the most vital element of the appraisal process because without the meeting consent from both sides is not possible. Also periodic one-to-one meeting or interview helps the supervisor to understand the job progress and gives a chance to guide the subordinate in achieving the targets.

Benefits

The value of this intense and purposeful interaction between a supervisor and subordinate should not be underestimated. The few categorized benefits among many are described below-

Benefits for the Individual:
- Gain a better understanding of their role.
- Understand clearly how and where they fit in within the wider picture.
- A better understanding of how performance is assessed and monitored.
- Get an insight into how their performance is perceived.
- Improve understanding of their strengths and weaknesses and developmental needs.
- Identify ways in which they can improve performance.
- Provide an opportunity to discuss and clarify developmental and training needs.
- Understand and agree their objectives for the next year.
- An opportunity to discuss career direction and prospects.

Benefits to the Supervisor:
- Opportunity to exchange views and opinions away from the normal pressure of work.
- Opportunity to identify any potential difficulties or weaknesses.
- Improved understanding of the resources available.
- Opportunity to plan for and set objectives for the next period.
- Chance to think about and clarify their own role.
- Opportunity to plan for achieving improved performance.
- Opportunity to plan for further delegation and coaching.
- Opportunity to motivate members of the team.

Benefits to the organization:
- A structured means of identifying and assessing potential talents.
- Up-to-date information regarding the expectations and aspirations of employees.
- Information on which to base decisions about promotions and motivation.
- An opportunity to review succession planning.
- Information about training needs which can act as a basis for developing training plans.
- Updating of employee records (achievements, new competencies etc).
- Career counseling.
- Communication of information.

Biases & Errors

Several common performance rating errors and biases can interfere with the performance appraisal process by diminishing the accuracy, effectiveness and fairness of ratings. Supervisors can avoid committing these errors once they understand them and those are briefly described below.

- **Contrast Effect:** It is the tendency of a rater to evaluate subordinates in comparison with other individuals rather than against the standards for the job.

- **Halo & Horn:** The halo effect is the tendency to rate someone high in all categories because he or she scored high in one or two areas; the horn effect is just the opposite of it meaning giving someone low score because that person scored low in few areas among many.

- **Central Tendency:** It's the habit of assessing almost everyone as average. A person applying this bias will tend not to rate anyone very high or very low.

- **Recency Bias:** Tendency to assess people based on most recent behavior and ignoring behavior that is "older".

- **Leniency Error**: It is an intentional error where a manager rates all employees in a particular work group higher than they should have been rated.

- **Strictness Error:** It is the opposite of leniency error where supervisor gives unfavorable rating regardless of performance level.

- **First impression error:** Tendency of a rater to make an initial positive or negative judgment of an employee and allow that first impression to color or distort later information.

- **Similar-to-me Bias:** The tendency of individuals to rate people who resemble themselves more highly than they rate others.

- **Attribution bias:** The tendency to attribute performance failings to factors under the control of the individual and performance successes to external causes.

- **Stereotyping:** The tendency to generalize across groups and ignore individual differences.

To summarize, performance appraisal should be viewed as a beneficial process within the context of an effective system of employee management. It should be accepted as a normal management responsibility to review the performance of all employees and for all managers to discuss performance with their subordinates on a regular basis keeping the common mistakes in mind while doing the appraisal.

Short story: Mindset

A man was passing the elephants, he suddenly stopped, confused by the fact that these huge creatures were being held by only a small rope tied to their front leg. No chains, no cages. It was obvious that the elephants could, at anytime, break away from the ropes they were tied to but for some reason, they did not. He saw a trainer nearby and asked why these beautiful, magnificent animals just stood there and made no attempt to get away.

"Well," he said, "when they are very young and much smaller we use the same size rope to tie them and, at that age, it's enough to hold them. As they grow up, they are conditioned to believe they cannot break away. They believe the rope can still hold them, so they never try to break free." He was amazed. These animals could at any time break free from their bonds but because they believed they couldn't, they were stuck right where they were.

Like the elephants, how many of us go through life hanging onto a belief that we cannot do something, simply because we failed at it once before? So make an attempt to grow further.... Why shouldn't we try it again?
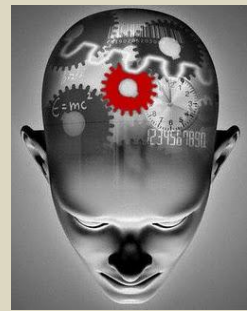
"YOUR ATTEMPT MAY FAIL, BUT NEVER FAIL TO MAKE AN ATTEMPT."

The simple act of paying positive attention to employee has a great deal to do with productivity.
- Thomas J. Peters

Social Intelligence &

Biological Aspect of Leadership

By Golam Kibria

We, almost all, want to be a good leader. Yes, in the last century we have thought a lot about what makes a good leader but have we thought about biological aspect of leadership? The term may seem new but this is an exciting and important development in organizational and professional psychology of the decade. Focus on this area is critical for the organization because leadership matters and affects organizations long term sustainability.

New studies of the brain show that leaders can improve group performance by understanding the biology of empathy. In past five years, research in the emerging field of social neuroscience-the study of what happens in the brain while people interact-is beginning to reveal subtle new truths about what makes a good leader.

The salient discovery is that certain things leaders do-specifically, exhibit empathy and become attuned to others' moods-literally affect both their own brain chemistry and that of their followers. Indeed, researchers have found that the leader-follower dynamic is not a case of two (or more) independent brains reacting consciously or unconsciously to each other. Rather, the individual minds become, in a sense, fused into a single system. Leading effectively is, in other words, less about mastering situations-or even mastering social skill sets-than about developing a genuine interest in and talent for fostering positive feelings in the people whose cooperation and support you need.

Followers Mirror Their Leaders—Literally

Perhaps the most stunning recent discovery in behavioral neuroscience is the identification of *mirror neurons* in widely dispersed areas of the brain. Italian neuroscientists found them while monitoring a particular cell in a monkey's brain that fired only when the monkey raised its arm. One day a lab assistant lifted an ice cream cone to his own mouth and triggered a reaction in the monkey's cell. It was the first evidence that the brain is peppered with neurons that mimic, or mirror, what another being does. This previously unknown class of brain cells operates as neural Wi-Fi, allowing us to navigate our social world. When we consciously or unconsciously detect someone else's emotions through their actions, our mirror neurons reproduce those emotions. Collectively, these neurons create an instant sense of shared experience.

Mirror neurons have particular importance in organizations, because leaders' emotions and actions prompt followers to mirror those feelings and deeds. The effects of activating neural circuitry in followers' brains can be very powerful. In a recent study, scientists observed two groups: One received negative performance feedback accompanied by positive emotional signals —namely, nods and smiles; the other was given positive feedback that was delivered critically, with frowns and narrowed eyes. In subsequent interviews conducted to compare the emotional states of the two groups, the people who had received positive feedback accompanied by negative emotional signals reported feeling worse about their performance than did the participants who had received good-natured negative feedback. *In effect, the delivery was more important than the message itself.* And everybody knows that when people feel better, they perform better. So, if leaders hope to get the best out of their people, they should continue to be demanding but in ways that

foster a positive mood in their teams. The old carrot-and-stick approach alone doesn't make neural sense; traditional incentive systems are simply not enough to get the best performance from followers.

Here's an example of what does work. It turns out that there's a subset of mirror neurons whose only job is to detect other people's smiles and laughter, prompting smiles and laughter in return. A boss who is self-controlled and humorless will rarely engage those neurons in his team members, but a boss who laughs and sets an easygoing tone puts those neurons to work, triggering spontaneous laughter and knitting his team together in the process. A bonded group is one that performs well, as our colleague Fabio Sala has shown in his research. He found that top-performing leaders elicited laughter from their subordinates three times as often, on average, as did mid-performing leaders. Being in a good mood, other research finds, helps people take in information effectively and respond nimbly and creatively. In other words, laughter is serious business.

It certainly made a difference at one university-based hospital in Boston. Two doctors we'll call Dr. Burke and Dr. Humboldt were in contention for the post of CEO of the corporation that ran this hospital and others. Both of them headed up departments, were superb physicians, and had published many widely cited research articles in prestigious medical journals. But the two had very different personalities. Burke was intense, task focused, and impersonal. He was a relentless perfectionist with a combative tone that kept his staff continually on edge. Humboldt was no less demanding, but he was very approachable, even playful, in relating to staff, colleagues, and patients. Observers noted that people smiled and teased one another—and even spoke their minds—more in Humboldt's department than in Burke's. Prized talent often ended up leaving Burke's department; in contrast, outstanding folks gravitated to Humboldt's warmer working climate. Recognizing Humboldt's socially intelligent leadership style, the hospital corporation's board picked him as the new CEO.

Neurologists analyzed a video of Herb Kelleher, a cofounder and former CEO of Southwest Airlines, strolling down the corridors of Love Field in Dallas, the airline's hub. We could practically see him activate the mirror neurons, oscillators, and other social circuitry in each person he encountered. He offered beaming smiles, shook hands with customers as he told them how much he appreciated their business, hugged employees as he thanked them for their good work. And he got back exactly what he gave. Typical was the flight attendant whose face lit up when she unexpectedly encountered her boss. "Oh, my honey!" she blurted, brimming with warmth, and gave him a big hug. She later explained, "Everyone just feels like family with him."

Unfortunately, it's not easy to turn yourself into a Herb Kelleher if you're not one already. The only way to develop your social circuitry effectively is to undertake the hard work of changing your behavior. Companies interested in leadership development need to begin by assessing the willingness of individuals to enter a change program. Eager candidates should first develop a personal vision for change and then undergo a thorough diagnostic assessment, akin to a medical workup, to identify areas of social weakness and strength. Armed with the feedback, the aspiring leader can be trained in specific areas where developing better social skills will have the greatest payoff. The training can range from rehearsing better ways of interacting and trying them out at every opportunity, to being shadowed by a coach and then debriefed about what he observes, to learning directly from a role model. The options are many, but the road to success is always tough.

> Leaders create more leaders.
> - *David Ulrich*

Inspiring Story: Self Appraisal

A young man went into a phone calling shop and proceeded to punch in a mobile phone number.

The shop owner observed and listened to the conversation:

Young man: "Ma'am, Can you give me the job of cutting your lawn?

Woman: (at the other end of the phone line): "I already have someone to cut my lawn."

Young man: "Ma'am, I will cut your lawn for half the price of the person who cuts your lawn now."

Woman: I'm very satisfied with the person who is presently cutting my lawn.

Young man: (with more perseverance): "Ma'am, I'll even sweep your curb and your sidewalk, so on Friday you will have the prettiest lawn in Dhaka."

Woman: No, thank you.

With a smile on his face, the young man replaced the receiver. The store-owner, who was listening to all this, walked over to the young man.

Store Owner: "Dude... I like your attitude; I like that positive spirit and would like to offer you a job."

Young man: "No thanks,

Store Owner: But you were really pleading for one.

Young man: No Sir, I was just checking my performance at the job I already have. I am the one who is working for that lady I was talking to!"

This is what we call "Self Appraisal"

Answers: Can You Figure These Out?

1. The third. Lions that haven't eaten in three month are dead

2. The woman was a photographer. She shot a picture of her husband, developed it and hung it up to dry

3. Charcoal

4. Yesterday, Today, and Tomorrow!

5. The letter "e," which is the most common letter in the English language, does not appear once in the long paragraph

I have no special talents. I am only passionately curious.
- Albert Einstein

Role of Line Managers
in Rewarding Employees

By Salma M Mannan

WHO GETS IT?

Many managers admit that when they need to get a job done, they count on the employees who can do the job well to do it. But if left unchecked, this tendency can push top performers toward frustration and burnout-especially if they feel others in their group doesn't work as hard and still get rewarded.

NO GOOD DEED GOES UNRECOGNIZED

The perception of fairness is a key factor in employees' motivation and continued faith in the employers' policies. If sufficient management attention is ensured, then top compensation and rewards will undoubtedly go to the top performers.

INAPPROPRIATE MANAGERIAL PRACTICES AGRRAVATE THE PROBLEM

Traditional management practices focus on solving problems, rather than enhancing positive situations. The most productive employees are viewed as a relief - they free managers to concentrate on bringing poor performers to perform. But at the same time, this leaves an employer's best employees feeling neglected and unappreciated.

Some managers find that daily business concerns prevent adopting the management style they would prefer; getting the job done by a person who will do it correctly is so critical, these managers can't consider fairness. Other managers, because their own assessments are based on the results of the people they supervise, spend an inordinate amount of time with employees who might otherwise make them look bad.

"According to the classic situational leadership model developed by Ohio State researchers, you give employees what they need." Poor performers obviously may need more from you in terms of time and assistance. Concentrating only on the needs of poor performers can cause resentment.

Usually lack of enough training is the reason why supervisors fail to allocate their attention appropriately among good and bad performers. They may have been promoted because they were good individual contributors, but they simply don't know how to handle problem employees.

TAKE THE FOCUS OFF POOR PERFORMERS

Managers who spend too much time with less productive employees can take several steps to redirect their focus.

Communicate expectations better: Misunderstandings occur in our lives all the time and the root of most misunderstanding is lack of adequate and clear-cut communication. A concrete understanding - by both manager and employee - of what is expected of them is needed. Companies need good job descriptions and regular feedback and review to make any monitoring system work.

Use top performers to help pull others up: This not only helps the top performers' job progression, it also takes some of the weight off the manager. Increasing the use of 360-degree reviews to evaluate employees in key competencies and teamwork may be helpful.

Deal directly with problem performers: Make sure these employees have the training and experience they need to perform, outline expectations clearly, and then hold employees accountable for meeting standards. Getting rid of poor performers is a perfectly acceptable way to stop focusing on them.

FOCUSING ON THE BEST EMPLOYEES

Entrust top performers with authority: It is desirable to let top performers carry more and more of the load, as long as they're advancing within the organization. But if an individual continues to shoulder more responsibility, other changes - like compensation and benefits - should also follow.

Be there: It is necessary that managers keep in mind that they're there to manage and that they carve out time for their employees. Managers who see superior performers can reward them on the spot - with cash, tickets to sporting or cultural events and lottery tickets or just a word of recognition in public.

Train: In order to make the supervisors alter old habits and keep up with new initiatives, they should be trained regularly so that they understand the administrative side of reward mechanisms.

Provide team-based incentives: Another beneficial change may be including team-based incentives along with individual incentives. When a group of employees has a collective stake in meeting goals, high performers can help manage the substandard ones. A team-based structure can be very effective at eliminating various differences in performance between employees.

REWARD EMPLOYEES APPROPRIATELY

Studies show that employees can feel rewarded in many ways, not merely with cash. For top performers, increased responsibility and lessened supervision can be rewards in themselves, as can flexible schedules, additional time off, first pick for desirable assignments, and so on. The point is-the employee must indeed feel that he or she is being rewarded for working hard.

An employer's program should use a variety of feedback and reward techniques and ensure that perks and other incentives are given for performance, not seniority. Incentives tailored to the person or group being rewarded are most effective, so invest effort in getting to know your group.

CONCLUSION

Incentives that create competition within an organization are generally non-productive. The typical 'Employee of the Month' concept creates a winner and loser environment. If you want to reward extraordinary achievement, make it event-bound, rather than time-bound. Then, you can have all deserving employees as winners.

Not only do employers need to know the employee well enough to give something meaningful, they must also give it in a meaningful way. A shy employee may not be comfortable with public recognition. You don't put someone like that in front of the whole department, take his picture and plaster it on the company's hall of fame, and then say: 'Hey, you've just been reinforced!'

Be willing to test new ideas with the understanding that some won't work.

Teamwork in Workplace

By kazi Mashrur Mamun
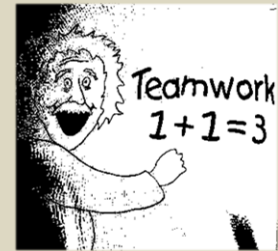
"Coming together is beginning, keeping together is progress and working together is success." – Henry Ford

In life we succeed as individuals but we do much more when we work as a team. Whether in the workplace, or in sports, or amongst members of a community, effective teamwork can produce extraordinary results. However effective teamwork does not happen automatically. There are a number of factors that are required to cohere together, work seamlessly, for an effective team to develop and work. Below few of the factors mentioned which are vital for team building and its success.

- **Effective Communication:** The key aspects of effective teamwork is open communication, wherein it enables the members of the team to articulate their feelings, express their plans, share their ideas, and understand each other's viewpoints as it is the vital element of interpersonal interaction.
- **Clear-cut Roles:** It is necessary for teams and its each member to know clearly what their purpose is and responsible for, what is their scope and the resources to achieve their goals.
- **Procedures for Conflict Resolution:** No matter how good a team may be, conflicts will inevitably occur some time or the other. Team members should have a way of expressing their opinions without fear of causing offense to anyone. Direct confrontation can also be allowed in a moderated manner, so that matters that may have been simmering can be aired out and cleared. Instead of ignoring and procrastinating these issues, the leader should resolve those through an unbiased structure as quickly as possible.
- **Setting a Good Example:** Finally, effective teamwork can only come about when the team leader sets a good example, which can be emulated by the team members.

There are numerous advantages of teamwork in business. Some of the genuine advantages of teamwork have been discussed below which not only in business but also can be exercised in personal life.

- **Fast Learning:** You tend to learn things at a faster rate as the experiences and the knowledge of the older team members help you to grasp new concepts quickly and correct the mistakes.
- **Workload Distribution:** Another advantage is that workload gets distributed amongst all the team members and you can concentrate on your activity till the time you gain expertise.
- **Building Bonds:** Continuous interaction with the team members, working with them, having meals with them, sharing joys and sorrows helps in building a bond of friendship, trust and unity between each other.
- **Exploring Creativity:** Working in a team will always have some or the other person to suggest you good things and those suggestions can help you in generating new innovative ideas and bring out the creativity in you.
- **Job Satisfaction:** Working in a team improves employee performance as well as makes the work enjoyable.
- **Increased Work Speed:** With many people handling a single project and doing the assigned work properly, the overall work speed increases and your team can complete the assigned task well within the given time frame.
- **Reduction of Risk:** When the task at hand is executed with the maximum possible efficiency from the both new and old members with their innovative and expert ideas, there is a reduction in risk.

The above mentioned benefits of teamwork are team specific. But teamwork is even beneficial at the organizational level. Effective teamwork in the workplace benefits the organization by increasing the individual productivity which is important to achieve the targets and fulfill commitments.

Brain Teaser: Can You Figure These Out?

1. A murderer is condemned to death. He has to choose between three rooms. The first is full of raging fires, the second is full of assassins with loaded guns, and the third is full of lions that haven't eaten in 3 month.

Which room is preferable to him?

2. A woman shoots her husband. Then she holds him under water for over 5 minutes. Finally, she hangs him. But 5 minutes later they both go out together and enjoy a wonderful dinner together. How can this be?

3. What is black when you buy it, red when you use it, and gray when you throw it away?

4. Can you name three consecutive days without using the words Monday, Tuesday, Wednesday, Thursday, Friday, Saturday, or Sunday?

5. This is an unusual paragraph. I'm curious how quickly you can find out what is so unusual about it. It looks so plain you would think nothing was wrong with it. In fact, nothing is wrong with it! It is unusual though. Study it, and think about it, but you still may not find anything odd. But if you work at it a bit, you might find out.
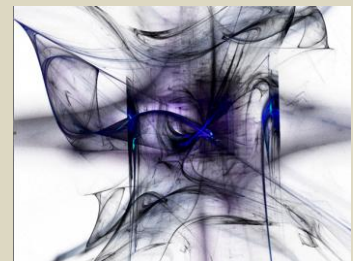
Answers: See page 9

Psychology: Motive of Killing

A woman, while at the funeral of her own mother, meets a guy whom she did not know. She thought this guy was simply 'amazing', very much of her dream guy, she believed him to be just that! She fell in love with him right there, but never asked for his number and could not find him.

A few days later she killed her FIRST sister.

Question: What is her motive in killing her sister?

Answer: See page 15

Learning is a treasure that will follow its owner everywhere.
- Chinese Proverb

5 Tips on Improving Employee Motivation

By Sumaiya Zabeen

A team of hard working, motivated and energized employees is extremely crucial for the business success. But when employees are demotivated, job performance suffers-they become less productive, less creative and they add lesser value to the organization. Then exactly how to light a fire under an employee who has lost his or her motivation? Here are 5 useful tips on getting your team back to track:

1. **Create a positive environment.** Create an office atmosphere that makes all employees feel valued. Employee favoritism is really not the name of the game! Keep doors open and let folks know questions, suggestions are always welcome. A happy office is a productive office.

2. **Acknowledge contributions.** The most powerful workplace motivator is*: recognition, recognition and more recognition*! You can make a huge difference in employee morale simply by taking the time to recognize each employee's contributions and accomplishments, large or small. Be generous with praise.

3. **Honor your promises.** If you tell an employee that he or she will be considered for a bonus if numbers improve or productivity increases, you'd better put your money where your mouth is. Failure to follow through on promises will result in a loss of trust -- not only that person's trust, but the trust of every employee that hears the story.

4. **Match tasks to talents.** Assign individuals with tasks you know they will enjoy or will be particularly good at. An employee who is successful at one thing will have the self-confidence to tackle other projects with renewed energy, confidence and excitement.

5. **Don't forget the fun.** Once in a while you have to put work aside and do something nice for the people who work for you. Treat them a pizza lunch or take everyone to the movies!

Musing: Passing Judgment

A 10-year old boy approached the counter of a soda shop and climbed on to a stool. "What does an ice cream sundae cost?" he asked the waitress. "Fifty Cents", the waitress answered.

The youngster reached deep in his pockets and pulled out an assortment of change, counting it carefully as the waitress grew impatient. She had "bigger" customers to wait on. "Well, how much would just plain ice cream be?" the boy asked.

The waitress responded with noticeable irritation in her voice, "Thirty five cents".

Again the boy slowly counted his money. "May I have some plain ice cream in a dish then, please?" He gave the waitress the correct amount, and she brought him the ice cream.

Later, waitress returned to clear the boys dish and when she picked it up, she felt a lump in her throat. There on the counter the boy had left two nickel (nickel: 5 cents) and five pennies (penny: 1 cent). She realized that he had enough money for the sundae, but sacrificed it so that he could leave her a tip.

Moral: Before passing a judgment, first treat others with courtesy, dignity and respect.

Answer: Motive of killing

She was hoping that the guy would appear at the funeral again.

If you answered this correctly, you think like a psychopath... This was a test by a famous American Psychologist used to test if one has the same mentality as a killer. Many arrested serial killers took part in the test and answered the question correctly. If you didn't answer the question correctly, good for you.

> An employee's motivation is a direct result of the sum of interactions with his or her manager.
> *- Bob Nelson*

The Importance of Employee Recognition

By Krishna Chakraborty

Employee recognition is one of the most controversial topics in an organization. Employees feel that they are overworked and undervalued. On the other hand, employers feel that employees are just doing their job and there's no need for employee recognition. This creates an environment that is fraught with dipping motivation levels, frustration, high expectation and low performance.

However, companies that recognize the importance of employee recognition understand that excellent performance is a great personal achievement and recognizing it openly creates all round motivation. It is more about motivating the entire task force than rewarding a single individual. When you recognize desirable behavior, you reinforce the importance of repeating this kind of behavior. But, you also earn a lot of goodwill. Employees understand that if they repeat the same actions and produce the same results, their efforts too will be recognized and rewarded.

But, for this kind of recognition to be effective, it must follow certain guidelines. Otherwise, it is in danger of becoming partisan, random or plain useless.

- Every employee who fits the norm must be eligible for praise.
- Recognition is useless if employees do not know what behavior is being rewarded. Therefore, it is important to communicate the purpose and the reason behind the award.
- Recognition should be timely. It should occur at a fixed time (annual appraisal) or as close to a particular event as possible. There is significance in all these.
- Ground rules must be spelled out in advance and there must be complete transparency in the process of choosing the employees who deserve recognition.

Employee recognition is expressed in a number of ways. Some companies believe in handing out bonuses. Many companies use awards to express their appreciation for deserving employees. Awards are not very costly but they are very effective in communicating employee recognition. These awards, medals or plaques must be in keeping with the stature of the company and the achievement of the recipient. Most companies etch their logo, message and name on the award. The name of the receiver is also mentioned. High quality awards and plaques are valued by receivers.

Recognition boosts morale and improves the work environment. A rewarding environment is the best way for employees to thrive and do their best. Providing it is as much a duty as a priority of employers who want the best from their subordinates. If you do not give appreciation where it is due, you will see one of two things: drain of employees or drain of motivation!

Cartoon

"Your resume states that you've worked with 2 presidents, won the Nobel Prize and climbed Mt. Everest. That's all fine and dandy, but how are you at telemarketing?"

Poor young chap.....he attended a seminar organised by Management....."admit mistake and earn respect"....he admitted one.....they sacked him !!!

1.
From tomorrow onwards all of you are expected to lay 2 eggs by End of Day. If target is not achieved there will be escalations from client and I will not assume responsibility.

2.
End of the Day: We have completed todays task.

3.
Why have you layed just one egg today??

Sir, I've done at least that much for the fear of appraisal. Otherwise actually I am a COCK!! :(

4.
Real Performance Pressure!!!!!