

LEAD BY BEING HUMAN




Charlie Chaplin: Modern Times 1936

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An Extract From The Book 'Think About It', By: **Mosi Dorbayani**

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Performance Management Consultant, Janis Allen notes: "Surprisingly, many people say they wish their organization would give fewer tangibles and use more social enforcers. Most people are hungry for somebody to simply look them in the eye and say, 'I like the way you do that.'" Allen adds, "If people receive social reinforcement on four-to-one ratio (a minimum of four socials to one tangible) they will view the tangible as a symbolic representation of appreciation." (Allen. J. nd.)

Now, what does this mean? It means if you follow the above ratio, your people receive enforcers for 'behaviors', not only results. Then tangibles become items, which serve as reminders of the social reinforcement they have already received.

In this way, the tangible enforcer carries the most impact when it symbolizes the recognized behavior or result. In a recent survey, 75% of American workers ranked recognition at a company meeting/convention as a meaningful incentive.

Public recognition such as verbal praise and feedback on result to an employee at the presence of others, and an award ceremony for the best performer of the year are amongst the most effective ways of motivating.

Occasions such as opening days for family visits, breakfast with blue-collar workers, lunch with white-collar staff, out-door socializing with management team, showing genuine interest in what your people do, and many more can fall into the social rewards or reinforcements which are very powerful means to an end.

Hyatt Hotel Corporation based in Chicago organize 'In Touch Day' and during that day, all the 375 Headquarters' employees provide guest services in turn. Lately, the vice president of sales spent several hours hailing taxis, loading luggage and collecting tips at the front door of the Hyatt Regency Chicago; Mr. D.H. Leonard, president of Hyatt, served lunch in the employees' cafeteria, checked in guests at the front desk and tended the bar. "We are all working toward the same goal, but we corporate people forget what it's like." D.H. Leonard said. (Leonard, D. nd)

One day a year at Mary Kay Cosmetics, all white-collar manufacturing employees work on the production lines. "It's up to you to decide how to speak to your people. Do you single out individuals for public praise and recognition? Make people who work for you feel important. If you honor and serve them, they'll honor and serve you." Mary Kay Ash, Founder of M. K. Cosmetics said. (Kay, M. nd)

One night during the Christmas holidays, The Walt Disney Company opens Disney-land to employees and their families ONLY. Concessions and rides are run by upper managers who dress in costumes. President of Nestlé Company often invites cleaners and chore makers for lunch. He also from time to time coaches and trains the company's line staff in person.

Here are some principles for successfully recognizing employees:

1. Emphasize success rather than failure. You tend to miss the positives if you are busy searching for the negatives. Highlight even a very small step of progress. What goes out of sight goes out of mind.
2. Deliver recognition and reward in an open and publicized manner. If not made public, recognition loses much of its impact and defeats much of the purpose for which it is provided.
3. Timing is everything. Recognize contribution throughout a project. Reward contribution close to the time an achievement is realized. Time delays weaken the impact of most rewards.

Things you can do:

- Confer Awards.
- Invite employee to especial events.
- Offer a deserving employee a change in job title.
- Give the person a better office: larger, better location, better furnishings, etc.
- Honor people who helped you to achieve things at meetings or gathering.
- Involve people and print their pictures and opinions in your broadsheet.
- Give everyone a business card.
- Publicly announce bonuses and raises.
- Put yourself in their shoes. Spend some time working with them in their department or unit.
- Verbally thank them for their jobs done.

In a society where human interacts, social recognition is of great importance. Therefore, staff must be recognized for their values and the differences they make. *We shall lead by being human, not by being simply a corporate machine.*

Ref:

Allen, J. nd, <https://www.janisallen.com/blog/>
Leonard, D.H., nd, <https://www.dhleonardconsulting.com/>
Kay. M., nd, <https://www.marykay.ca/>