

PRESS RELEASE
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For Immediate Release
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Employees Need More Cuddles in Place of Compensation

Managers can do much to help employees weather the fallout from the recession—at the end of the day it’s about creating a culture of appreciation more than compensation.

TORONTO, ONTARIO, January 16, 2009 - Keeping a motivated and positive workforce is no easy task in the current economic climate when there is a “national psyche of fear.” Those who survive job cuts in their companies may suffer from shell shock and guilt. Others may feel angry that they have to work harder for the same compensation due to across the board freezes on spending. Managers will have to be sensitive to this situation and should give thought to ways of keeping their employees motivated and positive over the next while.

Performance Management Consultant, [Michael Stanleigh](#) of [Business Improvement Architects](#) advises managers to have a [Total Performance Management™](#) system in place for employees and to be generous with recognition and cost effective rewards for employees who exceed expectation. He advises that having a performance system that recognizes work performed by employees in their regular job as well as on additional projects and assignments will keep them motivated to work in all areas. It’s a basic premise that what’s noticed gets attention.

Furthermore, according to Stanleigh, companies that have a Matrix Reporting structure are especially in need of [Total Performance Management™](#). He says, “Functional managers are unaware of what their employees are doing when they are assigned to project teams. Therefore, all the hard work they may be doing on projects goes unnoticed and is not included in their performance review. This creates resistance by some employees to working on project teams or treating their work on projects as a priority.”

Additionally, Stanleigh advises that managers should explain to employees what fiscally responsible measures are being taken to protect the business and their jobs and show appreciation to employees for work well done both individually and as a team.

Simply acknowledging good work in a timely way is a great way to motivate. When managers express thanks to employees and teams for their effort and contribution they are showing them that they are appreciated and valued and this encourages employees to repeat this behaviour. There are many ways to say thank you; a hand-written note, an invitation for an event or even a small plaque. A personal note written by your own hand matters far more than a few lines of type via email. It shows you care enough to take an extra step. Of course, make sure you also say thank you to people face to face when you have the opportunity—keep it brief, specific and with a tone of warmth.

It's really rewarding to find new and different ways of expressing thanks. "Extras" such as a pizza lunch that's brought in or gift certificates for dining or tickets to sports events or movies are great ways to say "thank you" to employees for work that exceeds expectations and the cost does not have to break the bank on departmental budgets. And if companies participate in rewards points programs this can also be a cost-free source for motivational rewards and recognition.

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Michael Stanleigh is Founder and President of Business Improvement Architects (bia[™]), a consulting firm that guides organizations to align their business strategy with their culture, performance systems and projects to reduce waste and increase profitability. Michael holds faculty positions at the American Society for Quality and for Memorial University of Newfoundland. He is a past executive member of the Project Management Institute (PMI) and International Society for Strategic Management and Planning as well as a past president of the Ontario Society for Training and Development. He has been featured and published in over 500 different magazines and industry publications and is author of the recent global report: From Crisis to Control: A New Era in Strategic Project Management.



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