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**Poor Performance Reward And Recognition**

**By Chris Herrmann**

The most effective tool in a manager's toolkit for dealing with poor performance is coaching. Not screaming at them from the stands and withholding rewards but working with them down on the pitch to find out what's causing the problem and building their fitness and stamina like the corporate athletes they should be.

The study of how we interact with one another in society is called Transactional Analysis. This research has broken down the complexities of the hundreds of interactions that we have every day into a simple model.

In principle there are three modes we can adopt in any transaction that we participate in with another human being. We can choose to be Adult which is a non-judgmental, constructive approach. We can choose to play the role of a Critical Parent which involves being highly scathing and negative or we can choose to take the role of child. There are a few variations on the child role but the simplest is the submissive, fearful role a bit like catching a rabbit in your headlights.

It goes without saying that the most progress in any transaction is going to be made if both parties adopt an Adult role. Parent to Parent transactions tend to be about how good things would be without the others.

It is a common phrase used to describe everyone from a small schoolchild to old-age pensioners; he or she just has "the wrong attitude". Unfortunately, telling someone this is never going to make a difference. It will always get the reaction "I don't think there's anything wrong with my attitude." and, if there's nothing wrong, why fix it?

To communicate your feelings better it may be worth breaking down what "Wrong Attitude" actually means in each case. This is because it acts as a sort of umbrella phrase to cover a wide range of behaviors. It is also a very aggressive criticism and can be very hurtful to hear; causing a defensive reaction.

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Child to Child transactions tend to be about having fun and let's not bother with work. Practical jokes, for example work at the child level in transactional analysis and are harmless as long as they are infrequent and risk-free.

Coaching should always be conducted on an Adult to Adult basis if a change in behavior is to be brought about. Adopting a Critical parent approach will bring out the Child in anybody and is more likely to reveal displacement behavior "It's not my fault", "What about the others?"

With effective coaching each individual should be encouraged to identify their weaknesses and to implement an improvement plan for their self-development. The coach can help along the way by introducing the person to good role models, by making development opportunities available and by helping to monitor progress on a regular basis.

Poor performers don't have to stay that way. They can pretty quickly get themselves into the recognition league by concentrating on the issues that really matter and proving that they have the will

to excel.

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### **Build Bridges Not Walls – Employee Recognition**

**By Trevor Marshall**

Regular, one-on-one assessments with your staff provide an efficient two-way forum with which to set and review realistic achievement targets, provide feedback on performance, and listen to and consider any problems employees may have. For example, a sales executive may feel that he or she is under performing, when in fact sales targets have been set too high. During the appraisal, these targets could be reviewed and set at more realistic levels. And after the goals have been met and the targets achieved, it is just but fair to recognize your employees effort in doing their best.

#### 1. Why Employee Recognition?

This is where employee recognition takes center stage. Through employee recognition, you give your staff the reason to go on, push a little harder, and achieve their dreams as well. You can do this by

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giving them better opportunities to prove themselves worthy of the job you gave them. Giving people new or better jobs shows that you recognize their achievements and encourages them to achieve further success. Rewarding exceptional performance also inspires colleagues to improve their contribution in the workplace. All of these boil down to the point that employee recognition is, indeed, a vital element in the company's success.

### 2. Planned Employee Recognition

As its name implies, planned recognition is more of a pre-coordinated plan. Because of its frequency, the event may not necessarily be formal. Under this category, the most common employee recognition awards are customer service, attendance, outstanding achievements, employee of the month, productivity, and safety.

### 3. Immediate Employee Recognition

This method of employee recognition renders acknowledgement at any point in time for exhibition of the principles and ideals being upheld by the company and their role in achieving the targets and goals of the establishment. The company or management may award an employee recognition particularly upon a commendable effort, solidarity, accomplishment of an exclusive project, acquisition of a new company procedure, or simply expressing indebtedness to the employee for making such effort.

### 4. Formal Employee Recognition

This type of employee recognition is done annually. Because of its formality, the event showcases a very glamorous and prestigious ceremony. This type of employee recognition renders acknowledgement on the total and outstanding performance of an employee. The award itself is so special that every employee aims to achieve it. These are sometimes known as presidents awards, the top 10 percent club, etc. In this type of employee recognition, the most common awards are centered on the employee or the department's outstanding and remarkable performance. This refers to an exceptional work that an employee was able to accomplish in spite of its level of difficulty. The company should, however, bear in mind that employee recognition does not simply mean that it is the right thing to do since your employee has done such merit.

### 5. The Reasoning

The main purpose of employee recognition is to build bridges among people, to establish communication, and to acknowledge the value of each employee in establishing the success of the whole organization. Moreover, employee recognition is utmost appreciated if the event is timely and is done at a more public gathering. In this way, the impression is more intense. Consequently, the employee recognition should delve more on the effort of the employee to accomplish tasks and not on the result itself. Research has shown that by giving equal weight to the employee's intellectual, emotional, and psychological needs through employee recognition, the commitment of the staff is increased and therefore productivity increased.

Employees must also remember that

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– Employee recognition should not be expected – It does not translate to an instant promotion – It may not result in any additional monetary compensation – Is best perceived as a gift – The main purpose of employee recognition is to positively motivate the group

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