Just remember that CEO’s and everyone else at the senior leader level put their pants and skirts on one leg at a time the same way everyone else does. They’re people first and they have a job to do.

Your job is to get senior level support for making employee recognition an effective organizational strategy…plain and simple.

1. Give them a clear picture
Your mission is not as impossible as you might think. Exceptional senior leaders are foremost visionaries, whose mandate is to inspire other leaders to follow them to achieve specific goals. Find a visionary leader. Give them your vision.

Only give your senior leaders the CNN headline version of your vision, and allow the scroll advisory underneath to lay out your goals and expected results. It has to be short and sweet and you have to capture their heads and their hearts.

You have to be able to give any of these leaders your vision and mission for your recognition initiative in one short sentence in the hallway or elevator. This will happen many times before you actually get to the boardroom.

You have to get them thinking they need to do this or in 5 years time they’ll be regretting if they chose not to.

2. Taking care of business
All C-suite leaders have a core responsibility to produce results. Their bottom line is to increase business to generate a target income level, at a minimum cost and expense, to produce a healthy profit and good return on investment for any shareholders.

Less profit focused organizations look at other metrics to gauge their success in their chosen business. But remember this is a business and not a feel good, save-the-world exercise.

So you had better specify in your proposal what the desired results are you want to achieve. Spell it out in specific numbers that are realistic and attainable.

Continued on Page 2

2007 NAER Annual Conference April 29th – May 2nd

Recognition Tip of the Month!

It’s Infectious!

Recognition can be contagious…and good for your health.

Spread day-to-day recognition by creating multiple types of “designer” recognition thank you & congratulations cards. Nothing new there, you say.

The viral recognition begins by making the employees the designers.

Have employees submit pictures, photos, and sketches in a competition vying for the selected artwork to be used on the face of these cards.

Get all the details on this at the NAER Blog January 31, 2007 Post.

Read more from Roy Saunderson, Recognition Management Institute on the NAER Blog Section at www.recognition.org!

And the Survey Says!

Survey Asked, “What is your main job function in your organization?”

Results: 31% of on-line respondents answered, General HR Function; 23% answered, Employee Relations; 20% answered, Work Life; 19% answered, Training. Go to Instant Survey Archive for complete results.

Go to www.recognition.org to take NAER Monthly Instant Survey NOW!
There are some musts in executive buy-in and one of those is that your plan has to be aligned with the overall business strategy. If it doesn’t fit you might as well forget it.

3. Let me present Exhibit “A”
Think of “Law & Order” and any of the latest “CSI” shows. You have to come prepared with as much foolproof evidence as you can to state your case before the executive team.

One way is to start with measured performance practices and assessing the capabilities of management in skills like giving effective recognition. Take the time to find convincing facts and figures first. Draw on satisfaction surveys and employee engagement scores and calculate the potential loss from turnover costs, both direct and indirect. Figure out productivity losses from the number of employees who indicate how engaged they really are.

Do your research and present valid information that shows the impact of how improving employee satisfaction really can raise the financial performance measures. You do all this for the sole purpose to show and convince your leaders how YOUR program supports THEIR strategic business objectives. Remember good planning with solid facts will win the day for you.

4. “Be Prepared” still works
Do not expect a cakewalk once you are armed with your metrics, facts and rationale. Senior leaders are paid the big bucks to analyze, scrutinize and evaluate every facet of any decision to determine if it is worth investing in and whether it will improve business. Your next step is to just listen.

Expect the unexpected by having anticipated every possible permutation and combination of concerns, questions, disputation, and even rejection. Sometimes just the timing may be off. Work your proposal through with others who know your leadership team. Predict beforehand based on their respective roles and personalities the kind of challenges you know you will get.

Executive buy-in will always be easiest with those who are known to be respected leaders. Get their endorsement. Anticipate, and like the Scouts’ motto always says, “Be prepared”.

5. Keep it front and center
OK. Now let’s assume your hard work has paid off and your recognition project or proposal has been approved. Never let your recognition programs get off the executives’ radar screen. Gaining executive buy-in is one step and maintaining it is another step in the process. Give all you are doing on the implementation phase high visibility by providing constant updates and frequent communication.

You can manage executive expectations by providing regular status reports using every available modality whether written, verbal or electronic. Keep those CNN mini-reports primed and ready for the hallways and those brief face-to-face encounters. Always remember the success of any corporate initiative you undertake will always be proportional to the degree of executive buy-in you achieve.

“The success of any corporate initiative you undertake will always be proportional to the degree of executive buy-in you achieve.”

Roy Saunderson is the President and founder of the Recognition Management Institute, a division of Rideau Recognition Solutions, a consulting and training company specializing in showing leaders how to give “Real Recognition” for Real Results. Don’t miss Roy Saunderson at the 2007 Annual Conference in his session “50 BURNING RECOGNITION QUESTIONS ANSWERED IN 50 FAST MINUTES.”
THE BOEING COMPANY

Jacqueline Coulter, Manager, Boeing Employee Recognition     Nancy Kaiser, Company Administrator, Pride@Boeing Recognition Program

Engaging Employees Through Employee Recognition
Tuesday, May 1, 2007                           8:15 – 9:30 am

Boeing, MetLife, Southwest Airlines

 Savannah, Georgia is the richly historic site for the National Association for Employee Recognition’s Tenth Annual Sharing Conference. Private and public sector employers from around the world will meet to network with their peers and learn how to develop effective employee recognition systems that enhance employee engagement and performance.

Jacqueline Coulter, Manager of Boeing Employee Recognition for 250,000 worldwide employees, will provide insights into the importance of employee engagement and “giving people a voice in the way they will be recognized.” She will highlight three programs that received a facelift at Boeing: Pride at Boeing, Service Awards and the Cash Award program for those who go above and beyond.

Ms. Coulter described Pride at Boeing as a “grass roots effort that gained enormous popularity.” It was a peer-to-peer or manager-to-employee program that had grown so large and was requiring so much staff support that it took as long as a month to successfully complete the recognition cycle. Today, the new online process supports the global needs of the company’s worldwide workforce and takes only ten minutes to complete.

Additional keynote speakers:

April 29 -- Ginger Hardage, Senior VP of Corporate Communications for Southwest Airlines will offer a behind the scenes glimpse at a unique--some say, zany-- corporate culture that makes Southwest the largest and most successful airline in America.

April 30 -- Chester Elton author of The Carrot Principle: How the Best Managers Use Recognition to Engage Their Employees, Retain Talent, and Drive Performance. Bob Nelson, Ph.D., best-selling author of 1001 Ways to Reward Employees (now in its 43rd printing) as well as numerous other titles.

May 1 -- George Delta, Esq. will address some common misconceptions, describe the types of awards that merit exemption and discuss the tax implications of tangible versus intangible awards. Jacqueline Coulter, manager of Boeing Employee Recognition for 250,000 worldwide employees, will provide insights into the importance of employee engagement and “giving people a voice in the way they will be recognized.”

May 2 -- Mac Anderson, founder of Simple Truths, publisher of gift books that reinforce core values, will share ideas from his new book The Keys to Creating a 212 degree Culture.

In addition to these dynamic industry leaders, attendees will learn from educators and leaders from companies such as Massachusetts Institute of Technology, Verizon Wireless, United States Postal Service, Wells Fargo, Spectrum Health, and others.
2007 NAER 10th Annual Conference

Register Today!

Hyatt Regency Savannah
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Savannah, GA
On the Historic Riverfront

CRP Courses offered April 28, 29 & May 2nd!

Click here for 2007 Annual Conference & CRP Registration
A vital part of any professional’s growth and development is access to an educational environment that offers the appropriate knowledge and skill set. NAER has established performance standards and criteria for our emerging profession. With these requisite responsibilities and skills in place, it is our intent to provide our members the educational opportunities and training necessary to achieve a heightened level of excellence and expertise.

Responding to employer needs and industry trends, NAER has developed the Certified Recognition Professional(sm), CRP curriculum. To earn a CRP designation, candidates will complete four facilitator-led courses and pass the required testing. The NAER Certified Recognition Professional(sm) program sets the standard for assessment of an individuals’ abilities and provides a means for Recognition Professionals to acquire the needed skills and knowledge in order to excel.

Candidates enrolled in the NAER Certified Recognition Professional(sm), CRP certification program will apply sound adult learning principles to ensure transfer and retention of learning. Course titles are as follows:

- Structuring Recognition Programs For Success
- Strategic Planning & Measurement *
- Recognition Administration & Maintenance*
- Applying Recognition Systems*

*PREREQUISITE COURSE: STRUCTURING RECOGNITION PROGRAMS FOR SUCCESS

The following courses may be taken in any order:

- Strategic Planning & Measurement (Course II)
- Recognition Administration & Maintenance (Course III)
- Applying Recognition Systems (Course IV)
NAER IS A
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MANAGEMENT AND MEASUREMENT

Book Corner

Growing Great Employees:
Turning Ordinary People into Extraordinary Performers
By: Erika Andersen

The management lessons Andersen distills from her career as a consultant to corporations like MTV and Bank of America are not innovative—most executives have heard about the importance of listening and establishing clear lines of communication.

The centerpiece of her technique is a form of personality typing developed in the 1960s to measure workers based on their assertiveness, responsiveness and versatility. Evaluating employees through these “social styles” templates, Andersen promises, will help determine “how they like and need to be managed.” Writing in a pleasant, conversational tone, the author begins each chapter with an imagined scene in a garden, establishing an overriding metaphor for her techniques for everything from creating job descriptions to firing underperforming employees. Andersen makes extensive use of worksheets and what-if scenarios to elaborate her points, and summarizes the “big ideas” in each chapter. —From Amazon.com

NAER Member Opportunities

DESIGNING EFFECTIVE EMPLOYEE RECOGNITION STRATEGIES

ON-SITE COURSE

This course delivers training for your team or whole department in Recognition Assessment, Alignment, Design & Development, Measurement & Tracking, Implementation, Launching, Maintenance and Momentum – all in the convenience of a location of your choice! We’ll provide expert instruction at a time and place most convenient for your group.

“Very good material!”
“Feel that I have some good ammunition/plan to get our Recognition Plan under Way: Thank you!”

Click Here for On-Site Course Information
Or
Call 630-369-7783 for details and to schedule.

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Or click on this link: http://www.recognition.org/displaycommon.cfm?an=1&subarticlenbr=30

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NAER Updates will be emailed to NAER members each month. If you do not wish to receive this communication, email that directive to info@recognition.org