

like minds



A fairy tale for our time
**Creating magic through reward
and recognition**

The way that organisations attract, retain and motivate talented employees is one of the most important measurements of success in the business world.

Getting it right gives you a competitive advantage – not only because you'll find the best people wanting to work for you but when they're through the door, they'll give you their best work.

60%

More than **60%** of employees would take a job with a lower salary for better benefits.

(Source: Zenefits)



50%

More than **50%** of employees said they have left jobs after hearing the siren calls of better benefits elsewhere.

(Source: Randstad)

20%

20% of UK workers said increased recognition from their boss for their work and the contributions they make would make them happier in the workplace.

(Source: One4all)



Once upon a time...

Traditionally the relationship between employer and employee has been about salary – big numbers to get people through the door and big bonuses to make them work harder.

We have short memories though and money, unsurprisingly, is really only a hygiene factor. Nowadays you'll find prospective employees are asking themselves...

What's the culture like?

What are the perks?

How fulfilling is the work?

How can I learn and develop?

How am I treated as an employee?

What do other people say?

Would I be proud to work here?

What do I tell my friends and family?

Reward, recognition and benefits that reinforce your values and feel in tune with your culture will be crucial to your ongoing engagement with your people.

One wish just isn't enough

Being rewarded meets a basic human need. When we're rewarded for the things we do and for who we are we feel accepted and that we belong.

We all know how rewards can help motivate young children, giving them more confidence about themselves and their abilities as they see their sticker charts fill up. Grown-ups aren't so very different.

We need to be consistent throughout the employee experience. From the 'attraction' stage through to 'retention' and 'motivation', the role played by reward at all stages is a critical one as it really impacts the way people think and feel about their employer and their subsequent behaviours – whether they're engaged and motivated, and whether they remain that way.



Be careful what you wish for

Developments in behavioural science have taught us a lot about how humans respond to reward. Research in experimental settings suggests that people are highly adaptive in the way that they weigh up efforts and reward. Not only do they put in more effort when the available reward is greater, but they also seem to conserve energy so that it can be increased if needs be to attain the reward. Clever stuff!

(Source: Show me the money! The behavioural science of reward - CIPD)

However, it has been shown over the years that money on its own as a motivator has mixed results – often proving to have the opposite effect to the one intended. Praise and recognition on the other hand have been shown to have a lasting impact on someone's desire to continue with a task and to do well.

(Source: Edward Deci's 1969 study)

Even the best reward programme possible, that encompasses all the potential motivations for your people, will only be effective if people know about it, understand it and see what's in it for them.

That's where the power of great communication comes in.



Making the magic happen

Great communication can make a difference to people's lives – especially when we're influencing how they think and feel about their work, money, careers and health. At like minds, we believe that addressing the emotional aspects of how we make decisions as human beings is key to great communication.

To do this we apply the following core principles to our work:



To engage you have to be engaging:

Ask anyone what they find engaging in another person and they're likely to say something along the lines of humour, intelligence, enthusiasm and empathy. You can't expect to engage people if your communication has none of these qualities.



Focus on outcomes not on inputs:

Change the message from talking about the practical elements of reward and benefits, to helping people figure out how something can positively impact them now or in the future. For some that might mean 'fun' and 'choice', for others that may mean savings for the family.



Inspiration not just information:

We need to inspire people to take action by telling an engaging and compelling story, rather than just providing employees with facts and figures.



Context not content:

Effective engagement is about being relatable and honest, to build trust and understanding. To do this, giving clear information about the 'why' is more important than the 'what' or 'how'. So 'why a certain benefit will be able to help you'.

Happily ever after

Whatever your challenges, we can work with you to change the way people think and feel about their reward and benefits, and your reputation as an employer.

We'll get to know you and your people

Focus groups

to understand the real motivations for behaviour

Engagement audit

to review your current communication channels, including their readability, effectiveness in engaging members, ability to segment audiences and target specific groups

We'll get creative

Branding and campaigns

to stir things up

Targeted communication

using the latest nudge and gamification behavioural reward communication techniques

Storytelling

through imaginative animated videos and inspiring copy

We'll keep the love alive

Measuring the success

of your communication and listening to feedback to make it even better next time around



Recognising what makes ITV a great place to work

The problem

ITV was reviewing how it 'recognises' and values the attitudes and behaviours from employees that go to make ITV a great place to work. The objectives of the review were to:

- Reflect what people value beyond pay
- Value the contribution of all employees
- Create something that is specifically for ITV, reflecting the diversity of the business and the breadth of the roles within it
- Design an outcome that is built by the business for the business
- Develop and enhance existing best practice around the business rather than replacing or re-inventing it



The challenge was how to engage ITV employees in shaping the solution in a way that was consistent with the creative culture at ITV and was unique to them.



The solution

Rather than the traditional 'focus group', we designed a workshop where ITV employees were invited to use their mobile phones to take photos of things that illustrated:

- What made ITV a great place to work
- And what made them feel special about working at ITV

Participants were encouraged to post these images up on a group site on ITV's intranet and these photographs became the subject matter of the subsequent workshop.

We originally ran these workshops in three pilot groups in different parts of the business. Following these workshops we produced a video, posters and a full report using the feedback from the groups and the photographs they had taken.

The process was warmly received (in a couple of the workshops we even received a round of applause) and the HR community decided that they wanted to participate too. So, we ran the same workshop format for over 80 ITV HR employees at an event in London.

The feedback from the workshops is also being channeled into the management development programme that ITV is rolling out to all managers in the organisation.



The impact

One of the interesting things that came out of the workshop was that by talking about what they valued at ITV, many participants discovered something that they already knew but which they rarely thought about, which was the impact of all the benefits they enjoy at ITV.

The diverse nature of what different individuals' value and the manager's role in understanding that were also key findings.

The real-life stories that people told about what they loved at ITV were particularly compelling.

We are now working with ITV to deliver a comprehensive recognition programme, and as a result of this engagement work, both 'Recognition' and 'Reward' are improving in ITV's engagement survey.



We're well versed in communication

We are a team of communication experts who firmly believe that we can make a difference to people's lives through our work.

Establishing employer brands and communicating business strategy, people issues, employee benefits and reward programmes in a clear and engaging way are just some of the things that we do.

Whether it's our writers, strategists, campaign creators, designers, illustrators or knowledgeable experts, we all share the desire to make the complicated simple, the difficult inspiring and the challenging approachable.



Say hello

If you'd like to learn more about how we can help please contact:

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