

Preface

Managing in today's complex environment is difficult. The **M**unspoken psychological contract that defines the nature of the relationship between employers and employees continues to evolve. Employees are becoming increasingly “free” to move about—*within* as well as *between* organizations. Traditional boundaries of structure, time, location, and authority are blurring. Organizations striving to compete in a global economy are downsizing, merging, transforming, and migrating to newer forms of existence. Managers and non-managers alike are being challenged to do more with less, think “out of the box,” and collaborate in new and innovative ways to achieve common objectives. The old traditions and systems are breaking down, and newer conventions are being tried to achieve breakthrough results.

In the midst of a new global wilderness are pioneers, common and uncommon travelers, managers, stewards, free agents, “virtual” workforces—all converging on some new promised land. If you plan to venture out and—better yet—survive, you'll need to know how to prepare yourself, what essential tools to take, what travel techniques and strategies to apply, and—ultimately—what “customs,” “language,” and “currency” will enable you to be conversant with the many people of varied interests and abilities you'll meet—and manage—along the way.

This is a book about a new frontier—the new workplace. It's a book about the needs and interests of the new workforce—epitomized by the “free agent/employee”—and the tools of *recognition* and *rewards*. You'll learn about:

- **The New Workplace**—its “free agent/employees”—their values, interests, and goals;

- **Work**—how to make it personally meaningful and more strategically aligned;
- **Motivation**—its source and what drives it;
- **Collaboration**—its importance, along with what promotes and hinders it;
- **Recognition**—its many forms and its powerful and empowering energy;
- **Rewards**—what’s hot, what’s not, and the difference between those that are *intrinsic* and *extrinsic*; and,
- **Stewardship**—how it differs from leadership and why it is so important in the new workplace.

This is a book about people *at work*—and, specifically, about recognition and rewards. It may surprise you. It may excite you. We hope it will inspire you. The insights we lend and the conclusions reached are intended to convey a message—namely, that travel into the new wilderness is not for the “casual” traveler or “half-a-measure” managers. Success will be predicated upon a deeper understanding and mastery of the subjects of motivation, recognition, and rewards.

Chapter Highlights

The subject of recognition and rewards is complex. Rewards have the power to punish as well as compensate. As a manager in the new workplace, you’ll need to know how rewards work. We want you, our reader, to understand:

- The difference between rewarding and manipulating;
- The human nature of work and the relationship that exists between work and its performer/creators;
- The rewards of leadership and the illusory nature of power;
- How cultures shape desired outcomes and foster productivity and collaboration;
- Why recognition is a “whole person” experience;
- What reward systems move people and organizations closer to their goals; and

- How to foster responsibility and accountability naturally.

Special Features

The idea behind the books in the Briefcase Series is to give you practical information written in a friendly person-to-person style. The chapters are short, deal with tactical issues, and include lots of examples. They also feature numerous boxes designed to give you different types of specific information. Here's a description of the boxes you'll find in this book.

 Smart Managing	<p>These boxes do just what they say: give you tips and tactics for being smart about recognition and rewards.</p>
 CAUTION!	<p>These boxes provide warnings for where things could go wrong when you're trying to recognize and reward employees.</p>
 TRICKS OF THE TRADE	<p>Here you'll find how-to hints to effectively recognize and reward your employees.</p>
 Key Term	<p>Every subject has its special jargon and terms. These boxes provide definitions of these concepts.</p>
 For Example	<p>Want to know how others have done it? Look for these boxes.</p>
 TOOLS	<p>Here you'll find specific procedures you can follow when you want to recognize and reward an employee or team.</p>
 MISTAKE PROOFING	<p>How can you make sure you won't make a mistake when managing? You can't, but these boxes will give you practical advice on how to minimize the possibility.</p>