BREAKING FREE FROM POINTS

PAYING FOR BEHAVIOR?

It seemed like a good idea at a time...to give employees points for great work. Now you've spent thousands (or even millions) of dollars, but you're not sure what it's really gotten you.

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WHY POINTS DON'T ADD UP

Your employees are smart (we hope!) and can easily figure out how much rewards are worth via Google or Siri. Why are you still "hiding" dollar values?

Your points vendor makes their money on the 30 – 50% markups charged on rewards items. Let us guess...they recommend giving out more points in every account review?

You keep giving out points, but you can never really be sure if or when they'll be redeemed... that's a lot of risk sitting on your books!
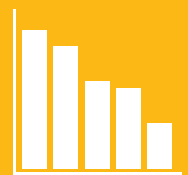
Earning hundreds of points that only amount to a few dollars eventually gets old for many employees and they will lose interest.

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HOW TO PULL THE PLUG ON POINTS

1. Establish key goals and performance indicators for your recognition program.

2. Set up a mainly non-monetary program that reinforces those goals.

3. Build a communications campaign to rebrand & re-launch program.

4. Launch, get feedback, and refresh often.

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ESTABLISHING GOALS:
WHAT DO YOU WANT TO GET OUT OF THE PROGRAM?

MEASURABLE

- Better customer service survey scores
- Higher sales
- Improved operations performance
- More recognition activity over an old program

NOT AS MEASURABLE
(but still important!)

- Build a more positive culture
- Improve employee communication
- Reinforce company core values
- Strengthen internal brand

- customers love us!!!
- more money!
- smooth operators!!
- more recognitions!

Remember: Your award types and initiatives should align with the goals above!

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SET UP A MAINLY NON-MONETARY PROGRAM: USE OTHER DEVICES TO DRIVE PARTICIPATION

Make it a Game or Competition
Use badges and other games to drive the desired behaviors. The grand prize might be monetary or purely bragging rights.

Involve Customers
Give your customers the opportunity to recognize employees for great work.

Make it Fun, Easy, and Inclusive
Have some fun with language and imagery! Make sure all employees can participate, and keep award forms short (especially the non-monetary ones).

Make it Social
Participants should be able to view, share, comment on, and like others' activity.

Communicate Constantly
Keep the program top of mind with emails, newsletters, site communications, etc. Give employees a reason to check the site daily.

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BUILD A COMMUNICATIONS CAMPAIGN: RE-BRAND AND BUILD EXCITEMENT

Re-Name the Program
Break associations with the old points program: avoid any references to rewards or points in the program name. Make it fun and catchy if possible!

Launch an Internal Marketing Campaign
Send emails, print posters, and put announcements on the intranet and in the newsletter. Give away branded post-its, pens, or water bottles. Make sure everyone knows!

Cross-Promote
Yes, you have your social recognition stream broadcasting awards being given and received, but what about those who never log in? Put a "recognition of the week" on your intranet, or run the social stream on a screen in your lobby or cafeteria to build buzz and excitement.

Never Stop Communicating
The best way to keep your recognition program exciting is to have people using it every day. The best way to remind people to use it every day is to tell them—use the methods that work best for your company and culture.

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GET FEEDBACK & REFRESH OFTEN:
KEEP THE PROGRAM RELEVANT AND EXCITING

Ask For Feedback
Send out surveys through the platform to find out how people like it, and use the information to make changes.

Measure Effectiveness
Where possible, look at quantitative measures such as productivity, customer feedback, quality, etc. Are departments or managers that are more active in the program performing better? (Usually the answer is yes.)

Get a Gut Check
You can't measure culture, but you can feel and see it. Has the program effected positive changes?

Keep it Fresh
Try to refresh the program at least quarterly, with a new award type, new feature, updated design, etc. that keeps people interested. As with any website, people will get bored if it never changes and stop returning.

WHEN YOU DO USE REWARDS...

Keep them at dollar value! It's frustrating to earn a reward amount and not be sure what you can actually get with it. Would you give a friend or relative a gift card with the dollar value hidden?

GET FEEDBACK & REFRESH OFTEN:
KEEP THE PROGRAM RELEVANT AND EXCITING.

## A POINTS-FREE SUCCESS STORY

Cleveland Clinic

Cleveland Clinic, the number four hospital system in the country, with 40,000 employees, came to us with a multi-faceted problem:

- Their Gallup Q12 results showed low scores for employee engagement, recognition, and appreciation.

- They had more than 50 disparate recognition programs in place, all with poor or non-existent tracking mechanisms.

- Their company culture was poor and did not foster the type of patient care they wanted to deliver.

Cleveland Clinic

CorporateRewards implemented an enterprise-wide system that included the following features:

- Administrator-controlled budgeting

- Cash award process integrated with their payroll provider, including tax compliance reporting

- Communications and content management tools that allow administrators to post articles and information on the program's home page

- Customized reporting and analytics dashboard

- Peer-to-peer, nomination-based recognition that includes both monetary and non-monetary awards that reflect their core values and service principles

- A social feed of awards and employee milestones

- A robust recognition toolkit to educate participants

Cleveland Clinic
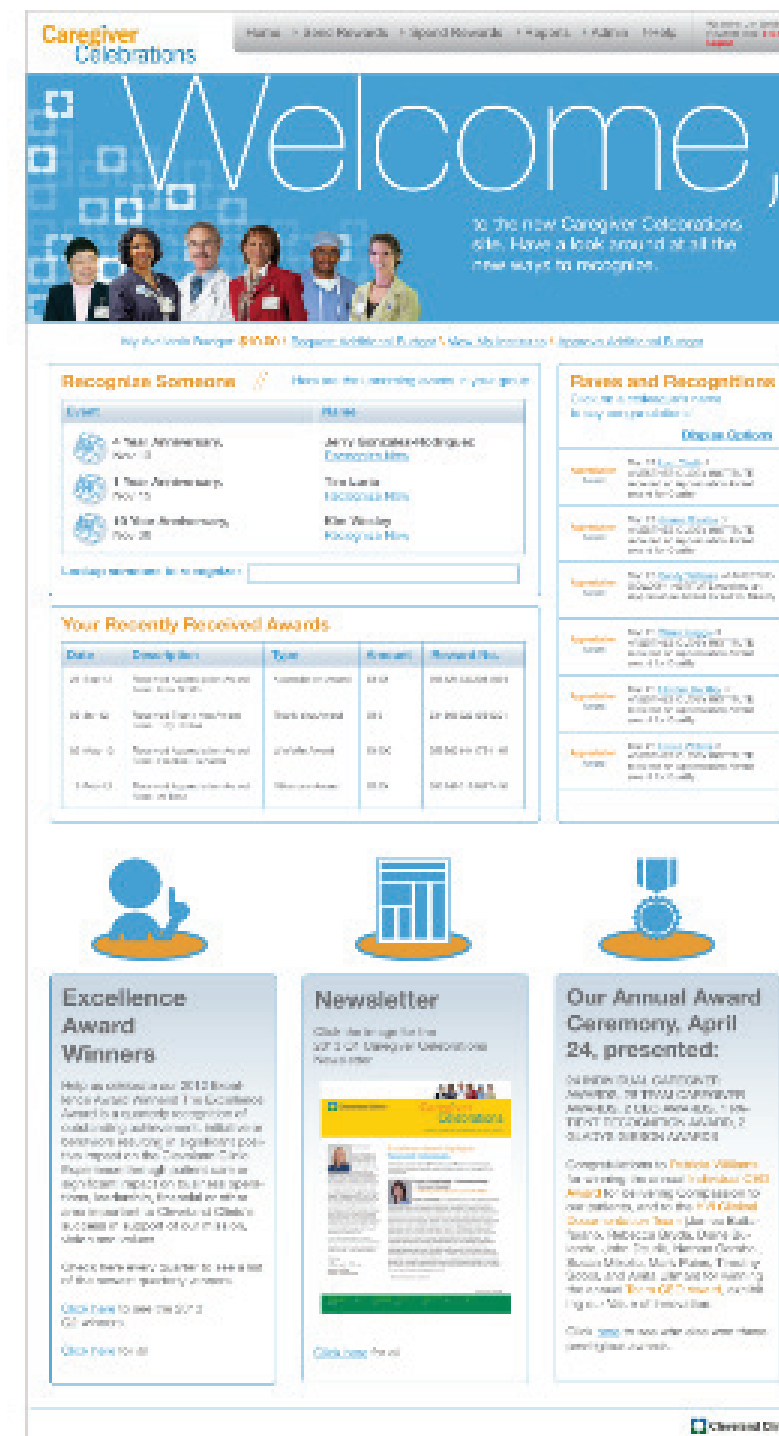
The Results:

- The ratio of engaged employees to actively disengaged employees improved by 40%, going from 16% below their peer-group average to 17% above.

- The culture changed as employees sent each other over 142,000 awards in the first year—65% of which were non-monetary Appreciation Awards.

- Their overall ranking in the Centers for Medicare & Medicaid Services (CMS) survey of patient satisfaction jumped from about average to among the top 8% of the roughly 4,600 hospitals included.

- The results of the program have been featured in publications such as *The Gallup Business Journal and Harvard Business Review*, and the hospital recently won the 2015 award for Best Overall Recognition Program from Recognition Professionals International.