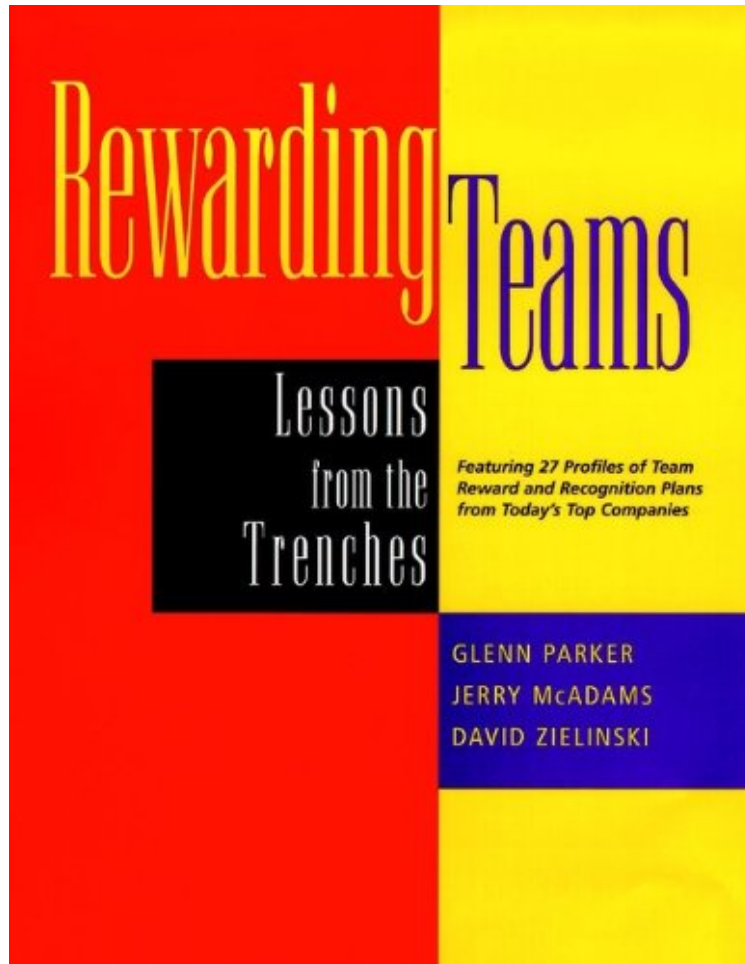


(Download pdf) Rewarding Teams: Lessons from the Trenches (Jossey-Bass Business Management)

## Rewarding Teams: Lessons from the Trenches (Jossey-Bass Business Management)

*Glenn Parker, Jerry McAdams, David Zielinski*  
*ePub | \*DOC | audiobook | ebooks | Download PDF*



 Download

 Read Online

#3116203 in eBooks 2008-03-11 2008-03-11 File Name: B001UHNXYC | File size: 19.Mb

**Glenn Parker, Jerry McAdams, David Zielinski : Rewarding Teams: Lessons from the Trenches (Jossey-Bass Business Management)** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Rewarding Teams: Lessons from the Trenches (Jossey-Bass Business Management):

10 of 12 people found the following review helpful. An invaluable guide for team-based reward and recognition. By Turgay BUGDACIGIL "Certainly there are good books for compensation professionals on the technical aspects of designing incentive plans for teams, and handbooks that offer creative laundry lists of recognition ideas of individual contributors. But there are few sources for people on the firing line looking for practical advice coupled with real-life examples of how to design reward and recognition systems for teams, not individuals. This book provides practical advice and detailed examples of effective organizational unit (group) incentives, project team incentives, and recognition plans. It is for managers in organizations that have made a commitment to a collaborative culture and who

want to create effective reward systems for teams...At the heart of this book are case studies of reward plans in companies large and small, in many industries, and of many cultures...Whenever organizations try to make teamwork the norm, many supporters become frustrated because the usual reward-and-recognition programs don't support it. In this book, the fictional BIZCOM Corporation and its managers show how frustration about teams can turn into success. BIZCOM's trials and tribulations are based on the authors' years of experience working with organizations" (from the Preface). In this context, Glenn Parker, Jerry McAdams, and David Zielinski\* describe BIZCOM, a fictitious company that wants to use a team approach to address a critical business problem, and discuss team and organizational development issues such as vision, sponsorship, membership, stakeholders, launches, training, coaching, management style, and organizational support.\* discuss reward and recognition systems, communications and performance feedback, and training and development tools for creating a team-based organization.\* introduce an organizing model for rewards, and discuss organizational culture. At this point, they argue that "One general description of the whole organization's culture is possible, although organizations are made up of a number of suborganizational units, each with a slightly different culture. Accounting has a different culture than marketing. Manufacturing has a different culture than customer service. Hopefully, they are aligned with the overarching organizational culture, with the differences simply reflecting the nature of the work they do". And they also argue that "One of the keys to success in improving organizational performance is to ensure that reward plans reinforce the desired culture, or at least attempt to reduce the gap between the existing and desired culture".\* define six types of reward plans: (1) individual base compensation and benefits, (2) individual capability (competency), (3) individual incentives, (4) recognition, (5) project team incentives, (6) organizational unit incentives. (But throughout the book they mainly focus on the last three plans - more detailed examination of these plans in several companies and review of their experiences see Chapters 3-5).\* summarize how you can best utilize project, recognition, and group incentive plans to improve teamwork and organizational performance as lessons from the trenches (more detailed discussion of these trenches see Chapter 6):(1). Customize the plan.(2). Align plans with business objectives.(3). Send the right message.- create many winners, few losers- involve employees in the selection process- trust the folks(4). Use noncash as well as cash awards.- noncash awards are not limited to recognition plans- give a few big awards and lots of small ones- pay the taxes on noncash awards(5). Communicate, communicate, communicate.- never assume people understand- tell people how they are doing - all the time- reinforce the messages- role modeling works(6). Create a smorgasbord of plans.(7). Budget for recognition activities.(8). Keep administration in mind.(9). Payoffs are in the eye of the beholder.(10). How plans are introduced and operated is paramount.Finally, they argue that "There are no silver bullets. There is a good will, faith in the value of employee contributions, good business judgement, and willingness to act on a strategy of teamwork reinforced by rewards and recognition plans. We've learned how to manage financial, fiscal, and customer capital. Leveraging human capital is the challenge for the next century. Reward and recognition plans designed to encourage teams and teamwork is one way to meet that challenge".I highly recommend this invaluable study to all executives and HR professionals.2 of 3 people found the following review helpful. A Highly Practical Resource on Team RewardsBy Sue Bohline, Watson Wyatt WorldwideIf you're reading this review you already get it -- you can't engage teams while only rewarding individuals. But how do you do it? The literature and seminars that purport to deal with team-based rewards are heavy on theory but lean on actual application. "Rewarding Teams", however, provides an outstanding, highly practical resource for executives, line managers and HR professionals. It builds on the reward systems model presented in Jerry McAdam's prior book, "The Reward Plan Advantage", presenting strategies that reposition compensation dollars from a cost of doing business to an investment in performance improvement. The many case studies in the book provide an extremely helpful framework for understanding the issues, alternatives and key success factors in designing team-based reward systems. The last chapter, a summary of "lessons from the trenches", is alone worth the investment in the book.1 of 2 people found the following review helpful. Rewarding Teams---A FirstBy ira ashermanMuch has been written over the past several years about teams and teamwork. For the most part, these books have concentrated on the criteria of effective teams and how to create the high performing team. Of critical concern to many is how to reward the high performing team - - - how to recognize in a meaningful way the team's outstanding performance. This book - a first - answers that question with examples from a number of companies. If your company is actively involved in teams and teamwork, this is a volume that you need to read. It is a valuable resource.

Using actual case studies from a variety of leading companies, Rewarding Teams provides a blueprint for building team reward programs that spur development and success. The book focuses on the three most important types of team-based rewards programs--recognition plans, project team incentives, and group incentives--offering readers detailed advice on how they can create and implement such programs themselves. Twenty-seven profiles of team reward and recognition plans from today's top companies give readers an in-depth look at how these plans work in actual practice. They also provide the basis for the set of best principles included in the final chapter.

"In today's world, where virtual, global teams are often the norm, Rewarding Teams delivers reward and recognition

strategies that can make a real difference in the effective management of teams—a necessity for individuals and organization in the twenty-first century." --Tim Walker, director, Bristol-Myers Squibb, Center for Leadership Development " 'Lessons from the Trenches' are the operative words here: the authors have spent a lot of time in companies, seeing what works and what doesn't. If you're trying to figure out how to reward you company's teams—and these days, who isn't?—this is the book for you." --John Case, executive editor, Harvard Business School Publishing "At last, a book that demonstrates how two dozen top companies use rewards to make teams work. A useful handbook for human resource and line managers alike." --Jon R. Katzenbach, senior partner, Katzenbach Partners LLC

From the Inside Flap

Work teams have become an essential part of business in almost every industry, yet most companies still rely on outmoded compensation systems geared only to individual performance. Rewarding Teams is a resource for managers on the front lines who are looking for practical advice about how to design and implement team-oriented incentives, rewards, and recognition systems that will advance their organization's cultural and strategic objectives. The authors identify the three most important reward systems for teams--recognition plans, project team incentives, and organizational unit incentives--and provide numerous examples of how today's top companies are using them to spur the development and success of their work teams. Twenty-seven case studies from organizations including Chase Manhattan, Ralston Purina, Lotus Development, Bayer, and Rockwell Automation describe in detail how each company designed and implemented their systems. These case studies show readers how to handle a variety of difficult issues such as whether to use cash or non-cash rewards, dealing with team members who don't pull their weight, combining plans for maximum impact, and communicating clearly about compensation. The authors summarize key solutions from all the case studies in the book's closing chapter. By shining a light on struggles, successes, and lessons learned by real-world organizations, Rewarding Teams gives readers the guidance and tools they need to tackle the formidable task of building compensations programs that appropriately and effectively reward and recognize the work of teams.

From the Back Cover

Work teams have become an essential part of business in almost every industry, yet most companies still rely on outmoded compensation systems geared only to individual performance. Rewarding Teams is a resource for managers on the front lines who are looking for practical advice about how to design and implement team-oriented incentives, rewards, and recognition systems that will advance their organization's cultural and strategic objectives. The authors identify the three most important reward systems for teams--recognition plans, project team incentives, and organizational unit incentives--and provide numerous examples of how today's top companies are using them to spur the development and success of their work teams. Twenty-seven case studies from organizations including Chase Manhattan, Ralston Purina, Lotus Development, Bayer, and Rockwell Automation describe in detail how each company designed and implemented their systems. These case studies show readers how to handle a variety of difficult issues such as whether to use cash or non-cash rewards, dealing with team members who don't pull their weight, combining plans for maximum impact, and communicating clearly about compensation. The authors summarize key solutions from all the case studies in the book's closing chapter. By shining a light on struggles, successes, and lessons learned by real-world organizations, Rewarding Teams gives readers the guidance and tools they need to tackle the formidable task of building compensations programs that appropriately and effectively reward and recognize the work of teams.