

拿什么奖励你, 我的员工

文 | 泰德·普林斯

对努力工作、忠于职守的员工给予奖励是
让公司稳步发展的重要措施, 在公司发展不顺利的时候采取这些举措尤其关键。支付高薪、发放重奖是主要的奖励方式, 但作为老板的你有时可能无力负担, 甚至连股权都给不了, 这时该怎么办呢? 下面我将列出一些方法, 让你可以选择用直接发钱以外的形式来奖励员工, 这样至少可以帮你减轻一些资金压力。也许你永远不必采用这些方法, 但有备无患总是件好事。

要知道, 无论什么水平的员工都需要两样东西: 使命感和人生目标。大量研究表明, 大多数员工的工作目的不仅限于赚更多的钱。他们觉得生活中总有些事比挣更多的钱来得重要, 比如自己的人际关系、家庭以及助人。因此, 在考虑采取何种方式激励和奖赏员工时, 需要考虑这些方面的动机。

你可以支持员工为这些非物质目标而努力, 而不必向他们发放更多的工资或奖金。反之, 即便通过发钱能在短期内赢得他们对你的感激之情, 但如果你只是给他们更多的钱而不去关注他们的基本动机, 就可能失去他们对你的尊重。作为老板, 你应当做到长期帮助他们, 帮助他们生活得更快乐, 有更多的人生收获。你可以从以下几个方面入手达到这个目的。

无论什么水平的员工都需要两样东西: 使命感和人生目标。大量研究表明, 大多数员工的工作目的不仅限于赚更多的钱。



为员工提供职业指南

大多数人都希望在事业发展方面获得帮助, 尤其是对年轻人来说, 他们通常不清楚自己的选择对自己有利还是有弊, 也不清楚什么样的选择才是最好的。就此, 你可以通过以下几个方法来帮助他们:

- 对员工的职业发展提供帮助和建议, 告诉他们最佳的职业道路何在, 以及现在应该如何着手。
- 如果现在所处的工作岗位不能最大限度地发挥员工的才能, 那就帮他们认清这一点并与他们并肩工作, 以此让他们看到更好的职业发展道路, 甚至还可以帮他们在其他公司找一条更有助于他事业发展的职业道路。
- 帮助员工在本公司或其他公司谋求更适合他们的工作和职位。



从几个方面入手奖励员工

为员工提供职业指南
为员工提供深造机会
帮员工解决个人难题
成为员工家庭的后盾
帮员工制定退休规划
认可员工的工作成绩
帮员工实现助人愿望

- 为他们提供一些具有普适性的人生规划和专业技术辅导，以此帮他们进入最好的人生轨道。

为员工提供深造机会

对很多员工来说，提供学习机会是一项重要的激励。因为学习有助于提升他们的职业价值，还包括其他一些方面的价值，比如可以成为异性眼中更有吸引力的配偶选择。在用学习机会作奖励措施这方面，老板有很多可以做的事，包括：

- 支持员工攻读在职学位。为此，可以给他们提供学习的时间；提供与他们正在学习的专业相关的岗位；为他们报销购买学习用书的开销；以公司的名义向他们就读的学校和导师提供支持，比如给在校生提供实习的机会。

- 给员工放学术假。可以给资深员工放几个星期或几个月的假，让他们去学习与职业相关的东西。他们学到的技能对自己、对公司都有好处，而且这些收获是无法从日常工作中获得的。

- 给员工提供游学资助。也就是出资让员工去游学，到其他国家和新环境中见识一些新科技、新产品。

- 派员工外出参会：这能让他们感受到与公司内部会议完全不同的气氛。

- 提供海外旅行的机会：去实地感受一下他国的政策、政府、企业、产品及服务，这些都是他们平时看不到的。

- 安排员工上短期课程。让他们去参加为期1~4周的短期课程，这能学到新技术和新方法。

- 帮员工出版作品。有些员工可能希望自己拥有的某些独特知识以出版物的形式传授给他人，或是计划写作并出版小说或非虚构作品。对于这样的员工，老板应当给他们提供支持和建议，并帮他们完成出版计划，这对他们来说将是一笔宝贵的精神财富。

帮员工解决个人难题

有些员工正在寻找个人生活方向并为此寻求支持，也许他们的家庭生活出了一些问题

或是与伴侣有了矛盾。此刻向他们提供帮助和支持比直接给钱更有价值，你可以通过以下几种方式帮助他们：

- **为员工提供婚姻及人际关系咨询。**你可以出资聘请专业心理治疗师为员工提供此类咨询服务。

- **帮员工提高心理健康度。**实现这个方法有很多，比如为员工安排一些有助于提高情绪健康度的训练课，比如冥想、瑜伽或专注力培训。

- **帮员工提高个人能力及生活能力。**有一些员工特别害羞、内向或是缺乏自信，他们有必要学习如何克服这些问题，以便更加自信地面对生活。公司可以考虑出资送他们去参加一些培养表达能力、演讲技巧的课程，或是学一些表演课程。

- **为员工提供体育运动的机会。**众所周知，体育运动能让人变得更加健康快乐，还是化解抑郁等精神健康问题的有效方法。公司可以花钱给员工办一些健身房的会员卡，或是请专业人士来公司开设武术、舞蹈等课程。

成为员工家庭的后盾

员工都有家庭，无论家人年轻还是年老，他们基本上都会有一些因家庭而生的特殊需要或问题。公司为遇到这些问题的员工提供支持具有很大的价值，可选途径包括：

- **批准事假。**每个家庭都可能遇到突发情况，比如家里的老人、孩子或是亲属迫切需要帮助。此时公司给员工最好的支持方法之一就是慷慨地批给他们事假，让其去处理家里的急事。

- **为员工照顾孩子提供便利。**对员工尤其是女性员工来说，照顾孩子相当重要。公司可以为此添置一些儿童护理设施或是为此类社会公用设施提供赞助，从而为员工照顾孩子提供方便。

- **请员工及其伴侣吃个饭。**有时员工伴侣的精神健康水平和幸福感与这位员工本人的

通过一些**特别的方式**对员工取得的成绩**给予认可**，是提升员工**职业忠诚度**的有效方式，这比直接发钱的效果要好。

同样重要。作为老板，你可以试试偶尔跟他们单独地，而不是在大型聚会上见面。通过这种方式你能更好地了解他们，并知道你的员工及其家人的实际需要。

- **帮助员工的家人克服不良嗜好。**并不是只有美国人才会遇到家人吸毒、酗酒等问题。如果你的公司员工中有谁的家庭成员正面临这样的问题，公司除了抱以同情之外，还可以提供一些途径让员工获得来自专业机构的咨询、照顾及设施方面的便利，以此帮助他们解决这些问题。

- **为员工提供心理抚慰。**有时你的员工会遭遇家人去世或遇到其它导致心理创伤的问题，此时若其家庭不完整或是离家甚远，缺少来自家人的关爱支持就成为另一个大问题，员工遇到近亲去世的时候表现会尤为明显。此时，若是公司能派一位心理顾问倾听员工的倾诉，对员工来说将是极大的安慰。

- **帮员工照顾家里的老人。**越来越多的员工正面临父母或亲属日益年迈的问题，老人不但可能身患疾病，日常生活也离不开他人照顾，很多时候员工与这些亲属还不在于同一个城市生活。公司除了向面对这些问题的员工表达同情之外，还可以提供假期让他们回家与亲人团聚些日子，或是为患有老年痴呆症等疾病的老人提供一些专业支持。

- **允许员工弹性工作。**公司可以提供弹性的工作安排，以便让员工们有时间照顾家人。弹性工作安排包括在家工作、非全日工作和弹性时间安排等不同方式，与高薪和奖金相比，这种方式能更加有效地帮助员工解决实际问题。

- **为员工子女提供实习机会。**为员工的孩子提供无薪实习机会是帮员工解决实际问题的一个有效方式，因为这能给员工的孩子们提供工作经验和职业帮助，并帮他们规划就业方向。这些都是你的员工非常看重的东西。

帮员工制定退休规划

早晚有一天员工都要退休，虽然有些员



工还有十几年才到退休年龄，但他们已经开始为此忧虑，考虑届时以什么为生，退休后该做些什么等问题。以下是一些可以帮助这类员工的方法：

- **为员工提供退休辅导。**公司可以请专业人士来帮助员工挖掘自身潜在的特殊技能或兴趣爱好，以便让他们退休后能老有所为，老有所乐。

- **为退休员工提供发挥余热的机会。**有些已经退休或即将退休的员工具备公司需要的某些技能，公司可以派专人对这些员工的技能情况加以记录整理，并为其提供相应的用武之地。一般来说，公司只需为之提供很少的报酬即可，有些退休员工甚至可能愿意无偿奉献。

- **举办一些退休的准备性活动。**公司可以为即将退休的员工举办一些活动，借此让他们了解公司为帮助其适应退休生活提供了哪些支持。

认可员工的工作成绩

通过一些特别的方式对员工取得的成绩给予认可，是提升员工职业忠诚度的有效方式，这比直接发钱的效果要好。以下是一些特别有效的具体方法：

- **对员工给予特别的瞩目。**公司的CEO或是领导层成员可以当众走到某位员工的办公桌前，问候并感谢他/她为公司作出的贡献。

帮员工制定退休规划

为员工提供退休辅导

为退休员工提供发挥余热的机会

举办一些退休的准备性活动

此时并不需要准备礼物，或者只需要一个非常小的礼物就会产生非常积极的效果。

当对公司有特殊贡献的员工走进公司大门的时候，安排安排前台接待员对其给予特别的问候是个不错的办法；公司CEO或高级主管在茶歇时间给员工端去一杯茶或咖啡也是个好主意。

- **给员工授予荣誉称号。**公司可以向某些资深员工授予特殊奖励头衔，比如“公司大使”这样的称号，并为他们佩戴特别的徽章，邀请他们出席某些商务聚会。获得这类头衔的员工可以享受一些特殊待遇，包括：子女到公司实习；参加专门的培训课程；提前得到晋升；获得高管在公司大会上的公开表彰，等等。

帮员工实现助人愿望

很多人并不满足于自己得到帮助，他们还想帮助其他人。如果这类员工看到自己供职的公司也乐于助人，或是愿意帮他们助人，他们会更尊重自己的公司。在此，公司有如下一些事可做：

- **参与慈善活动。**由员工提名确定希望资助的慈善机构，由公司出面捐款。

- **为员工参与慈善活动提供便利。**公司可以为去参加非盈利组织或者慈善机构活动的员工准假，这种假期既可以是每周固定给4个小时的，也可以是每年给1个月的。

- **红利捐赠。**很多美国的公司会拿出一定份额的利润捐给慈善机构，如果你的公司也这么做的话，可以用捐赠总额除以员工人数，以便告诉大家每人给慈善机构捐了多少钱。也可以把这种捐赠看作虚拟的奖金，也就是说，以捐助慈善事业的方式给员工发奖金。

生活中有很多事比钱更重要，如果你能采用以上某些方法，将毫不意外地得到员工某种形式的尊重。当然，要是你既能采用以上的某些方法，又给员工加薪、发奖金，那就更受大家欢迎了……

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“How to Reward Your Employees – Without Giving Them More Salary or Gifts”

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Top Capital Magazine (Beijing)
January 2015

A key part of rewarding the loyalty and efforts of your employees is by paying them a good salary and hopefully bonuses. But what if you are not in a position to do that? Maybe you can't even give them equity. Yet being able to reward the effort and loyalty of your employees is sometimes a vital factor in keeping your company going even when things aren't going so well. And learning how to do this is an important part of your own management skill and your own personal development as a manager.

So in this article I am going to set out some of the ways you can reward your employees without using money or monetary gifts, at least by not having to give more money to the employee. Maybe you will never need to do this. Then again, maybe you will. You never know.

Just about every employee, no matter what their level, is looking for two things:

- A sense of mission
- A purpose in life

There has been a lot of research which shows that most employees are not just looking for more money from their job. Other things are often more important to them than making more money in life. This includes things like personal relationships and family and helping others. So we need to think about these motivations when we think about motivating and rewarding our employees.

You can support your employees to reach these goals without paying them more salary or bonuses. In fact, if you do that without attending to their basic motivations, you might lose their respect, even if they are grateful to you in the short-term for giving them more money. But your job is to also help them in the longer-term and to help them have a happier and more productive life. You can do that in part by supporting them in the following areas:

1. Career assistance
2. Enhancing their learning
3. Addressing their personal needs and problems
4. Helping them with their family
5. Helping them with their retirement

6. Helping them get recognized for their achievements
7. Helping them to help others

1. Career Assistance

Most people want help in improving their career prospects. Especially for younger people, they often won't know what are good or bad choices for them, and what is the best way they can go. You can help them in the following ways:

- Giving them **career assistance and advice**: what is the best career path for them, and how should they be doing now to get there?
- If they are not in the best position to maximize their career performance, helping them recognize that and working with them to **show them better career paths**, and even helping them to find a new career path in another company that will be better for them
- Helping them apply for other **more appropriate jobs and roles**, either in their current company, or in another company
- **Coaching them generally in personal and professional skills** that will help them get onto the best path for them individually.

2. Enhancing their Learning

Learning is often a huge incentive and opportunity for many employees. It enhances their long-term value both as an employee and in other ways –e.g. by making them more attractive as a marriage partner. There are many things you can do which offer these employees a huge amount of value and reward. These include:

- **Helping them get a part-time degree**: giving them time off for study; giving them a job role that is related to their study; helping them with a book allowance; contacting their school and professors to offer the company's support to the school e.g. by offering internships to the school.
- **Sabbaticals**: offering long-time employees the opportunity to take time off from a few weeks to a few months to study something related to their career which will help both them and their company by adding new skills that aren't possible to get in a normal working environment.
- **Travel scholarship**: scholarships to travel to see new technologies, new products in new countries and situations.
- **Conferences**: provide the opportunity to go to conferences that are different to the ones they would normally attend at your company (if they attend them at all)
- **Overseas travel**; to see governments, policies, companies, products and services that they wouldn't see at home.
- **Short courses**: course of a short duration say from 1-4 weeks to learn new skills or approaches.
- **Help with publications**: You will have some employees who have special knowledge that they want to publish, or who would like to begin writing and publishing, either fiction or

nonfiction. For these people, help, advice and support to them to help them get published will be an enormously valuable asset to them.

3. Personal and Mental Improvement

Many of your employees are looking for direction and support in their personal lives. Maybe they have problems at home or with a partner. Help and support might be much more valuable to them than just money. So here are several ideas on which you can support them in this area of their lives:

- **Marital and relationship counseling;** how about having a marital or relationship therapist on retainer for the use of your employees?
- **Mental and emotional health:** There are several possibilities here. How about arranging classes for your employees in several fields related to emotional health such as meditation and yoga and mindfulness?
- **Personal and life skills:** Some of your employees, especially those who are very shy, introverted or who lack confidence will value help to learn how to address these issues so that they can face life in a more confident way that will help them both socially, professionally as well as personally. How about sending them to classes on presentation and speaking skills such as Toastmasters (in the US)? Or classes on acting and self-presentation?
- **Exercise:** It's well-known that exercise is a powerful way of addressing many mental health issues such as depression. In addition exercise improves a person's health and happiness. So why not provide gym memberships to your staff or to particular staff? Or maybe have the company sponsor classes in marital arts and dance?

4. Family

All of your employees have a family. It doesn't matter whether their family is young or old, they will almost all have particular needs and issues that arise with their family which your company can provide support for in immensely valuable ways. These include:

- **Family and emergency leave:** All families occasionally have an emergency either children, older parents or relatives. One of the best ways to give your employees support is to be generous with leave for these unexpected events.
- **Child care;** particularly for women, child care is hugely important. A company can sponsor its own child care facilities or support external facilities that their employees can use.
- **Hosting a lunch or dinner with an employee and his/her partner?** Sometimes the mental health and happiness of an employee's partner is just as important as that of the employee him or herself. So you try to meet with them occasionally, one-on-one, not just as part of a large party. In that way you can get to know them better and understand the needs of the family as well as the employee.
- **Help with personal problems such as alcohol and drugs:** It's not just in countries such as the US that family members might have a problem of substance abuse such as with drugs or alcohol. Your company can help by being sympathetic to employees who have

family members with such problems providing access to specialized counseling, care and facilities where assistance can be obtained to help address these problems.

- **Grief counseling:** At some time many of your employees will have family members die or suffer from other traumatic problems. As families break down and become physically distant from each other, the lack of family support becomes more of a problem. This is particularly the case when a close person dies. Having grief counsellors available for them to talk to can be a huge blessing.
- **Care for aged relatives:** Increasingly employees have aged parents and relatives who have both health problems and problems in their daily life just doing their normal activities. Often these relatives are not even in the same city. Your company can help by having a sympathetic attitude to employees who face these issues, by providing some leave for being with aged relatives and parents, and by providing access to specialized support for health issues such as Alzheimer's, which will be a problem increasingly faced by many of the aged parents and relatives of your employees.
- **Flexible working arrangements:** So that employees can be available to help their children, aged relatives and family members with other problems (e.g. taking care of family members who are physically or mentally disabled), you can offer flexible working arrangements. This includes working from home, part-time work, and flexible hours. These can be very effective ways to help your employees with services that are much more valuable than just receiving a higher salary or bonus.
- **Internships for children;** a very effective way of providing something of great value to your employees is unpaid internships for their children. This provides them with work experience, career assistance and support, and a way of looking at job options and career directions. This will be highly valued by your employees.

5. Preparation for Retirement

Some of your employees will be approaching retirement. That doesn't just mean employees who are near to retirement. Some of your employees might be 10-15 years away but are still worried it about it, how they will pay for it and what they will do when they are retired and don't have a job anymore. Here are some ways you can help them.

- **Retirement coaching:** having a coach working with them to identify special skills and hobbies they have that they can develop and conduct once they are retired.
- **Setting up a retirement skills bank:** Some of your employees who have retired or who are about to retire have skills that can be useful to the company sometimes, Have someone develop catalog of the skills possessed by your employees and set up a matching activity so these can be used within the company, either for no pay or minimum pay.
- **Preparation for retirement:** Why not sponsor sessions for employees who are near to retirement that shows them some of the support resources they can use and to help them adjust to retirement themselves?

6. Recognition

Just giving an employee special recognition for their achievements can be a powerful way of getting their loyalty independent of money. Some of the ones below are the more obvious ones that many companies use but it's possible to forget them so we will include them here just to make this a complete article:

- **Visits with individual employees:**
 - Have the CEO or a senior group just visits the employee at his or her desk just to thank them, publicly, for their contribution. You don't need to give a gift, or just a very small one for this to be effective.
 - How about making sure that the receptionists greet special employees in a special way when they get to the company entrance?
 - Why not have the CEO or a senior executive bring the employee a cup of tea or coffee for morning tea break?
- **Company ambassadors:** Award a special title to some of your more junior employees calling them something like "Company Ambassador", giving them a special badge to wear, and inviting them to some of the meetings with your partners? Company ambassadors can have special privileges such as
 - Children invited for internships
 - Go to special training courses
 - Accelerated promotion
 - Acknowledging the work of company ambassadors publicly when senior executives make speeches to employees

7. Helping Them to help Others

Many people, including many of your employees are not so concerned about just helping themselves. They also want to help others. Often they will respect a company more if they see their company also wanting to help others, or to help them help others. So there are a number of things a company can do in this area to support the efforts of their employees to help others:

- **Preferred charities:** Build a list of preferred charities suggested by employees and contribute to them
- **Time off:** Give time off to employees for nonprofit or charitable activities; this can be either on a regular basis (say 4 hours a week) or more time occasionally (say one month a year)
- **Profits:** Many US companies give a fixed proportion of their profits to charities; if your company does this you can divide the amount you give to charity by the number of employees so that you can tell the employees how much money they individually gave to the charity; if you like this as a virtual bonus, that is, a bonus for the employee which is given to a charity.

There's more to life than money. By adopting some of the above approaches you can gain the respect of your employees in a way that wouldn't otherwise occur.

And guess what? You can do some of the above and give them extra salary and bonuses too!

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