



The rewards of getting Manager buy-in



OVERVIEW

When it comes to introducing a new reward and recognition program one of the challenges organisations often face is getting their managers on board.

It's sad but true that many managers across Australia still believe that a staff member's remuneration package is 'recognition' enough and that an employee should be grateful just to have their job. But the statistics show that 70% of employees leave their jobs because of their relationship with their direct manager and that one of the main reasons for this is the lack of recognition they receive.

RedBalloon recently worked with the **Commonwealth Bank's Risk Management, Institutional & Business Banking (I&BB)** department on the development of their new reward and recognition program.

One of the program architects, Executive Manager, Manuel Rojas says,

"Like any large organisation, attitudes varied widely toward reward and recognition ranging from strongly supportive, to apathetic, to strongly opposed. We did have resistance from small groups within the organisation who historically have tended to narrowly define reward and recognition as salary and bonuses, flexible work arrangements etc. Whilst there was widespread support for reward and recognition and the importance of same, the difficulty came in shifting long standing paradigms about what it actually meant."

GOOD RISK, GREAT REWARD

The team at CBA were dedicated to making this shift. They launched their '**Good Risk, Great Reward**' Reward and Recognition Program in 2010, knowing that in order to make it a success, they had to get their managers on board from the very beginning.

The aim of their program was to give their managers the ability to recognise and reward staff for living the bank's PACT behaviours (Performance Driven, Accountable, Customer Focused and Teamwork).

The program was hosted on a customised RedBalloon Online Points Platform.

Managers were given a kitty of points each month and were encouraged to distribute these to staff for displaying the PACT behaviours. Staff could then use their points to put towards their choice of RedBalloon's 2,200 experiences available across Australia.

HOW THEY WON MANAGERS SUPPORT

Leadership support

CBA I&BB's Executive General Manager, Paul Riordan was 100% behind the program. Rojas says "Paul gave the program his full endorsement and made this very clear to his managers. He spoke about it in leadership team meetings and had his name on all program related correspondence. Paul made it clear to staff that there was one formal reward and recognition program available and that their staff would be very disappointed if they weren't part of it".

Divide & conquer through positive conversations

The leadership team knew that their managers were split into 3 groups – the supportive, the apathetic and those that were opposed to reward and recognition. Rojas says "We concentrated on the managers that we knew were supportive and apathetic. As momentum grew with these two groups we knew we'd get the opposing managers on board." Rojas says "Managers started to notice a real and tangible difference in their people as a result of being recognised and rewarded". Engaging your supportive managers in a new program is a great way to build awareness of a program and its effectiveness. The less engaged managers slowly came on board as they saw the results their colleagues were getting.

Empowering managers

Each manager was given a kitty of points enabling them to recognise their own staff through the program. These points were accumulative, so if left untouched the program management team could soon see who needed more support when it came to recognising their staff.

Communication

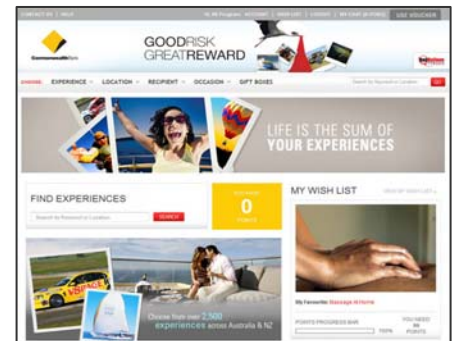
When the program was launched all staff received a 'Good Risk, Great Reward' program brochure. This clearly outlined the program goals and opportunities to be rewarded. The CBA team also sent regular internal communications and the program was reinforced in leadership team meetings, announcements and on internal leader-boards.

Additional incentives and competitions

On top of the points that managers could allocate staff for living the PACT behaviours, the CBA team ran additional short term incentives and competitions. Some of these were focused on staff - such as rewards for customer service (ie. rewarding people who received the most compliments in a specific time frame), to team based rewards based on project contribution and completion. Managers themselves were even incentivised to allocate points to their people on a regular basis by being given the chance to win an experience of their own. Short term incentives are a great way to keep participation and interest high in a program – and guarantee short term results!



Online Points Screen and some of the program marketing collateral



“There has been a significant cultural shift in the mindset of reward and recognition and the great results we have seen speak for themselves!”

**Manuel Rojas, Executive Manager,
CBA Risk Management, Institutional
& Business Banking**

THE RESULTS

The Good Risk, Great Reward program has now been running for over a year. So far there has been over 1,200 instances of thanks and employees being recognised for living the Commonwealth Bank's PACT behaviours.

But like with any new recognition program, the successes didn't come overnight, Rojas says

“The socialisation and education process took three months before we noticed a positive shift in engagement but people leaders and staff are now actively involved in the program.”