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THE ONLINE GUIDE TO REWARD MANAGEMENT

## Reviews

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### A Guide to Non-cash Reward

In these times of austerity, we are all trying to do more with less and ensure that employees remain engaged and productive without increasing costs. This book by Michael Rose, an independent reward consultant, examines some of the ways this could be achieved. It's a helpful guide, written effectively to appeal to HR generalists, reward specialists and business managers alike.

#### Overview

As a word of warning, do not expect this book to provide all the answers; it is, as titled, only a guide and provides ideas and options that need to be tailored to meet the individual needs of your organisation. It provides a useful insight into a variety of recognition schemes and their effectiveness, with a healthy acknowledgement that to be successful, these schemes must match the organisational culture and one size does not fit all.

Another key feature of successful schemes is that they are owned by managers and employees - and not by HR or imposed from the top. The launch of a company-wide scheme can be detrimental, if existing and motivating local schemes are ignored and overridden.

#### Format of book

The book starts by **identifying and defining recognition, incentives cash and non-cash rewards** and provides some useful statistics on the use of recognition schemes in organisations by size and sector. Rose takes the reader through **how cash and non-cash rewards motivate employees**, with reference to some of the well-known motivation theories, such as Herzberg and Maslow. He also explores some of the social influences on recognition and the impact that negative reinforcement can have on engagement.

Chapter 4 covers the core reasons as to **how to effectively recognise people**, both formally and informally, and the different types of scheme that may co-exist for the best overall effect, including day to day, local and corporate. It looks at recognition from different sources, such as peer recognition as well from customers and managers.

Chapter 5 looks at **how to design recognition programmes** and works through the key steps to take and the factors that need to be considered to ensure the best fit and most appropriate scheme or schemes for the organisation. It highlights the importance of involving the employees themselves in identifying what motivates them and designing any new scheme. There is also a useful section on the use of third-party organisations in supporting the design and implementation of any schemes; Rose outlines some questions that should be asked to find the right provider.

One of the key issues that must be addressed with the proposed introduction of any new initiative is **the cost** and selling the benefits to the business, as well as **how to measure these effectively** and budgetary considerations. Chapter 6 focuses on this area and also the payroll and legal implications of different schemes.

Chapter 7 looks at **how recognition programmes fit with HR**, considering how recognition and reward work together. It also reviews how such schemes work alongside performance management and learning and development.

The next chapter examines **using non-cash as an incentive**, covering assumptions regarding cash and the potential negative impact of financial incentives. Chapter 9 then ties together the key themes from the book and provides an **action plan template**.

The last section of the book contains **ten case studies** from both public and private sector organisations detailing their experiences of implementing and reviewing non-cash reward schemes. Each case study begins with a short background on the organisation before detailing the different recognition schemes and how they are used to best effect within them.

#### Summary

Overall, this is a well-written guide that explains the key areas of non-cash reward in simple language. It explains the main considerations for introducing schemes and is realistic about the pitfalls. Benchmarking such schemes can often be difficult and the case studies in this book address this well. This book is definitely worth the not very expensive price tag to help answer the age-old question of how to do more with less.

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**Reviewer** - Ruth Dawson, Reward Specialist, Sanctuary Housing