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导读：Employee recognition especially in a down economy can be an effective and inexpensive morale-booster. 对雇员的赞赏尤其是在下滑的经济条件下可以成为一种有效而廉价的士气助推器。我要收藏

COMPANIES EMBRACE PRAISE The human desire for recognition starts early. Watch a third-grader beam at the gold star on a spelling paper, or a high-schooler triumphantly¹ clutch a sports trophy². In the workplace, that recognition takes many forms. Sometimes it's a quiet thank you, other times a bonus or a public award. Either way, it is a gesture that employers ignore at their peril³. So important is recognition that employee-appreciation programs are turning into a veritable industry, with national and even international organizations helping firms reward workers for a job well done. Companies spend more than \$1 billion annually on employee service awards, according to the Promotional Products Association International⁴. Dozens of firms, large and small, even employ a manager to handle corporate recognition. At Cargill Inc., the title is chief recognition officer. At Intel, it is corporate recognition manager. Business books feature titles such as "Hug Your People" and "The Power of Appreciation in Business." "If everyone was treated with respect and courtesy⁵ from the beginning, we wouldn't need this industry," says Christi Gibson, executive director of Recognition Professionals International in Naperville, Ill.

She notes that in a survey of 10,000 employees from Fortune 1,000 companies, a lack of recognition was a major reason for leaving a job.

Roy Saunderson, president of the Recognition Management Institute in London, Ontario, finds impersonalization in the workplace. "Managers are walking by and not acknowledging employees or saying their name," he says.

Determined not to fit in that category, Dion McInnis takes what he calls a "morning walkaround" through his department at the University of Houston-Clear Lake. It gives him an opportunity to visit briefly with each person, offering anything from a simple hello to a question about work to a chat about what is going on in their lives. "It reminds them that I appreciate who they are," says Mr. McInnis, an associate vice president handling fundraising and relationship-building.

In addition to his daily walkaround, at a medical practice in Austin, Texas, gestures of thanks include quarterly companywide activities such as bowling night or a night at the ball park.

Last month at Dean College in Franklin, Mass., senior managers surprised the staff with a visit from a local ice cream vendor to thank them for their hard work during a student orientation session. The school also has a formal recognition program, along with employee awards.

Yet deciding how to honor individual workers can be challenging. There are now four generations in the workforce, ranging from the "silent" generation of World War II to Millennials in their 20s.

"Recognizing everyone in the same way is not going to work," Ms. Gibson says. "Some people love to be recognized in an awards gala in front of the whole company. If you did that to someone who doesn't

like to be in front of a crowd, that would be worse than firing them." To avoid jealousy among workers, companies must give awards on the basis of specific behaviors and achievements. "It can't be a popularity contest," she says. Baby boomers like to be pampered. As they retire, Gibson says, "Employers have to start thinking of how they're going to recognize them." Managers sometimes complain that Millennials need immediate reinforcement. "It's a generation that grew up being lavished⁸ with praise from Mom and Dad, and some have the same kind of expectation at work," Mr. Saunderson says. "They want to hear praise on a more frequent basis." Whatever the generation, gratitude has a powerful effect. "It's really an ego booster when our employer takes the time to praise us with a simple "Attaboy"⁹ or "Your work is great,"" says Josh Bunch, assistant creative director at Brainstorm Marketing in Des Moines, Iowa. Other rewards at the firm include movie tickets, a paid day off on a birthday, and a trip to Kansas City in appreciation for a project. Whether recognition is formal or informal, it must be aligned with an organization's culture and values its mission and vision, Saunderson says. "Sometimes people get caught up in thinking that recognition has to be things," he says. "It can be. But it can be just respecting people, looking at what their ambitions and career aspirations¹⁰ are, and understanding their personal and family lives." A year ago, Saunderson's son had a car accident. "My boss said, "Roy, don't even think about work." To have that kind of support meant the world to me. In an indirect way, that was recognition." Making employees feel valued also increases productivity and profitability,

Gibson says. Satisfied workers produce satisfied customers and a stronger bottom line. That also reduces costly turnover。 Noting the power of appreciation and praise, Michal Ann Strahilevitz, a marketing professor at Golden Gate University in San Francisco, says, "Taking the time out to say "great job" does not cost anything but a few moments of one's time. So many managers go out of their way to let employees know what they are doing wrong. Yet appreciation most definitely affects morale¹¹. In a down economy, praise is a great tool for improving morale without spending a fortune." 公司拥抱赞扬 人类对赞赏的渴求早已有之。看，一位三年级小学生对着拼写本上的金色五星微笑，或是一位中学生紧握体育奖杯得意洋洋。在工作场合，那种赞赏表现为多种形式。有时是一句轻声的“谢谢你”，有时是发给奖金或者公开奖励。总之，雇主们忽略这种表示是很危险的。赞赏是如此重要以致于员工赞赏计划正逐渐变成一种真正的产业，与国内甚至国际的一些组织一起帮助公司奖励那些工作出色的员工。根据国际促销协会统计，各公司每年要花费超过十亿美元作为员工服务奖励。很多公司，无论大小，甚至都专门聘用一位经理来处理企业认同事务。在卡吉尔公司，这个头衔叫做首席认同官。在英特尔公司，叫做企业认同经理。商业书籍多以此特征命名，例如《拥抱你的员工》和《商业中赞赏的力量》。“如果大家从一开始就受到尊敬或以礼相待，那么我们就需要这种产业。”美国伊利诺伊州内珀维尔市国际赞赏专业部的执行董事克里斯蒂#8226.桑德森发现了工作场合中的非人格化现象。他说：“公司经理在车间走过，不认识员工或者叫不出员工的名字。”下决心不发生

此类情况，狄翁#61548.上个月马萨诸塞州富兰克林狄恩学院的高管在一次招生推介会期间带着购于当地的冰淇淋看望手下员工感谢他们的辛勤工作，从而使他们惊喜万分。这所学校同样也有正式的赞赏计划及员工奖励制度。但是决定如何来奖励员工颇具挑战性。如今在劳动力大军中有四代人，从二战后的沉默一代到二十多岁的千禧一代。“用同一种方法赞赏员工不会奏效。”吉布森女士说：“有些员工喜欢在有全体员工参加的颁奖庆典上接受奖赏。如果你对那些不愿在人群前抛头露面的人那样做的话，简直比开除他们还要糟糕。”为了避免员工之间的相互嫉妒，公司必须以具体的行为或成就来作为奖励员工的依据。她说：“这不应是一种人气竞赛。”婴儿潮时期出生的人喜欢被迁就。当他们退休时，吉布森说：“雇主们不得不开始思考如何来奖赏他们。”经理们有时抱怨千禧一代需要立即表扬。“这是在父母的过度表扬中长大的一代，因此一些人在工作中有同样的期待。”桑德森先生说，“他们想要在更频繁的基础上听到表扬。”无论哪一代人，感谢都有一种强大的力量。在衣阿华州得梅因头脑风暴营销公司供职的助理创意主管乔希#8226.

安#8226.斯特希里维兹说：“抽出一些时间对员工说‘干得好’不会花费任何金钱只是花费片刻时间。因此经理们想方设法让员工们知道他们什么地方做错了。但是赞赏绝对提升士气。在下滑的经济条件下，赞扬是无须花费任何财富的鼓舞士气最佳工具。100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com