Performance and rewards



1 **Discuss these questions.**

1 Would you like to start your own business? Why / Why not?
2 What might be the advantages of being your own boss?
3 Do you think that people should be rewarded when they do something well? Or is doing the job well just part of what employees are expected to do?

2 **You are going to watch a programme about a company called CyberAgent and how younger and older workers feel about working there. What complaints do you think young people might make about their employer? What about the older workers? Use ideas from the box or your own ideas.**

become a manager	corporate world	highly qualified and innovative	
keep raising salaries	new recruits	new salary model	oldest got the biggest salary
recent university graduates	rewards its workers based on performance		

Young people often complain that older employees always get the biggest salaries.

LIVEWORKSHEETS

3 ▶ 5.1.1 **Watch the video. Were your ideas in Exercise 2 correct? Tell your partner one thing that someone said which surprised you.**

4 **Watch the video again and answer the questions.**

1 Why was Takato Oku frustrated when he began his career in business?
2 What did he do about it?
3 What surprised him about the ages of people he worked with?
4 What did HR Director Tetsuhito Soyama feel was unfair at many companies?
5 What came as a shock to older workers when the economy began to slow down after the economic boom of the 80s and 90s?
6 Why have some companies had problems when revising policies regarding rewards?

5 **Work in pairs or small groups. Think of ways in which companies can reward employees. How would you feel about receiving these types of rewards?**

LIVEWORKSHEETS

6 Choose the option (a or b) which has the same meaning as the phrase in bold from the video.

1 [Takato Oku] knew that his turn for **promotion and pay rise** was decades away.
   - **a** a better job and more money
   - **b** a management job and a bonus

2 Within two years he **rose through the ranks** to become a manager.
   - **a** moved up to a higher position soon after starting as an ordinary worker
   - **b** had a series of jobs, each with more responsibility than the last, and worked his way up in the company

3 CyberAgent rewards its workers based on our **performance**, not our age.
   - **a** how well they do their jobs
   - **b** how much profit they make for the company

4 ... companies could raise salaries for workers as a **reward for their loyalty**.
   - **a** a thank you for continuing to work for the company over many years
   - **b** financial compensation when someone works very hard during a specific time period

5 ... workers who were expecting **the guarantee of lifelong employment**.
   - **a** the same job for many years
   - **b** the certainty they would always have a job

7 Work in pairs. Match definitions 1–9 with the verbs in the 'magic table'. Write the correct number in each box. If your answers are correct, the columns and rows will all add up to 15.

☐ promote	☐ appraise	☐ recognise	= 15
☐ reward	☐ evaluate	☐ fail	= 15
☐ achieve	☐ advance	☐ succeed	= 15
= 15	= 15	= 15	

1 give someone something because they have done a good job
2 say publicly that someone has done a very good job
3 move up to a higher position in a company
4 successfully do what you tried or wanted to do
5 judge how good, useful or successful something is
6 give someone a better and more responsible job in a company
7 decide how well an employee is doing his or her work, usually after discussing with the employee how well he or she has performed during the past year
8 complete something or get a good result, especially by working hard
9 not be able to achieve something

8 Make nouns from the verbs in Exercise 7. Use the correct endings from the box. Some do not change their form. You may need to change other letters in the verb to make the noun.

-al	-ess	-ion	-ment	-ure

succeed → success

LIVEWORKSHEETS

9 Complete the sentences with suitable verbs and nouns from Exercises 7 and 8.

1 Workers hope to have their _____ recognised by management.
2 One of the goals of an employee _____ is to set targets for the future.
3 No one received a pay rise due to the _____ of one of our major product lines.
4 When staff members receive _____ for doing a good job, their motivation increases.
5 The company is finding new ways to _____ employees in order to retain staff.
6 She received a(n) _____ to a management position due to excellent performance.

I have experience of performance reviews and rewards at work.

1 What types of rewards do you find personally to be motivating?
2 What kind of reward or benefit would you like to have that you currently don't have?

1 Put the letters in the brackets in the correct order to complete the sentences.

1 We should give our new recruits enough time to _____ in their job. (d c e c u e s)
2 Our department will be holding staff _____ interviews next week. (r a s p l a p i a)
3 We tried and _____, I agree. But at least we tried! (l a f e d i)
4 Fred worked really hard and was hoping for a _____. (m o t r o n i p o)
5 Don't be afraid of _____, just keep trying. (l e f i r u a)
6 Claudia has just been _____ to senior financial adviser. (t o d e m o r p)
7 After two years, my boss recognised my _____ and gave me a bonus. (v e t s n e h a m i c e)
8 The Human Resources Manager wants to evaluate the _____ of the new rewards system. (s e s u c s c)

2 Complete the three sentences in each set using the same word in the box. Four words are not used.

advance	appraisal	employment	evaluate	failure	motivation
performance	promotion	recognition	reward	success	

1 The only way to succeed is not to be afraid of ___*failure*___.
Last year nobody received a pay rise due to the ___*failure*___ of one of our major product lines.
Losing young, ambitious employees can lead to problems for a company or even ___*failure*___ in certain areas.

2 Management should take the time to _____ the benefits the new recruits have brought to the company.
My proposal will also _____ the possibility of hiring recent university graduates.
We need to _____ the success of our new rewards system carefully and also take the guarantee of lifelong employment into account.

LIVEWORKSHEETS

3 I was feeling frustrated because I knew that my turn for _____ and a pay rise was many years away.
Many years ago, employees were given a(n) _____ only if they had been with the company for a long time.
The company implemented a special programme that included faster _____ for junior employees, so younger staff could rise through the ranks more quickly.

4 A bonus is an extra amount of money added to an employee's wages, usually as a _____ for doing good work.
In my opinion, any _____ should be based on performance, not age.
Would you prefer to get a pay rise or have more time off as a(n) _____ ?

5 A lot of companies know that their _____ also depends on the performance of staff members throughout the organisation.
Our new salary model is working out well and many other companies would like to achieve the same kind of _____ .
The famous businesswoman Estée Lauder once said that she never dreamed about _____ , but that she worked for it.

6 Many companies realise that _____ of the work employees do often leads to increased staff motivation.
_____ means public respect and thanks for someone's work or achievements.
When staff members receive _____ for doing a good job, it makes them want to continue to perform well.

7 A performance _____ is the same as a performance review. It is a method by which the performance of an employee is evaluated.
At the beginning of my career, I found it difficult to give a(n) _____ of my own performance.
One of the goals of an employee _____ is to set targets for the future.

PROJECT: Moving up in the company

11A Work in small groups. Think about the company where you work or a company in a field you know well. You've been told you have some excellent business ideas and you want the chance to develop them. Prepare to convince your boss that you should be promoted. Consider:

- how your ideas will benefit the company, e.g. by addressing problems with competitors or creating new markets.
- why you feel people with innovative ideas should be promoted.
- whether a promotion in your case would be:
  A: a reward for a job well done. **B:** good for the company. **C:** both.
- whether a pay rise would encourage you to do even more than you do now.

B Work in pairs with someone from another group. Roleplay the conversation with your boss and explain your reasons for requesting a promotion. Then swap roles.

C Write an email of 100–120 words to the employee you spoke to in Exercise 11B. Acknowledge the key points that he/she made and explain your decision.

LIVEWORKSHEETS

1 Complete the questionnaire with the correct form of the words in brackets. Then answer the questions in your own opinion.

Rewarding performance

1 One of the most important factors in career _____ (succeed) is
- **a** luck – being in the right place at the right time.
- **b** who you know rather than what you know.
- **c** recognising opportunities when they occur.

2 The main considerations regarding employee _____ (promote) should be
- **a** length of service and experience.
- **b** talent and results.
- **c** effort and potential.

3 The most important part of an _____ (appraise) is the time spent identifying
- **a** what has gone well.
- **b** what has gone badly.
- **c** goals for the future.

4 The most useful way to view _____ (fail) is to see it as an opportunity to
- **a** learn from mistakes and move on.
- **b** understand that everyone's skills are limited.
- **c** discover who's to blame.

5 The most valued approach to effort _____ (recognise) by managers is to
- **a** say 'thank you' in person.
- **b** send an email to the member of staff.
- **c** note it for an appraisal at a later date.

6 The best approach to goal _____ (achieve) is to
- **a** listen to feedback, both positive and negative, and learn from it.
- **b** have a clear vision of where you want to be and believe in yourself.
- **c** identify the steps needed and plan how to achieve each goal.

7 In general, career _____ (advance) should be
- **a** slow, in order to give the employee time to learn skills before they move on.
- **b** quick, otherwise talented staff might move to another company.
- **c** steady, with a series of small advancements rather than big promotions.

2 Work in small groups. Compare and discuss your answers to the questionnaire.

3 Work in pairs. Write two or three more multiple-choice questions about rewarding performance. Give your questions to another pair to answer.

LIVEWORKSHEETS

Reading

1 **Before you read, check that you know the meaning of the verbs in italics. Choose the correct option to complete the sentences. Use a dictionary if necessary.**

1 The manufacturers *anonymise / claim* that the product is safe to use for an extended period.
2 A new training programme might *gather / boost* employee performance.
3 Every shipment is *tracked / spied* by computer.
4 The employees *gathered / snooped* 250 signatures to support their demand.
5 The company aims to *lift / gather* sales by 6 percent this year.
6 Technology is making it easier to *snoop / track* on just about anybody these days.
7 All the data from the survey was *anonymised / claimed*, to protect the participants' privacy.
8 I soon realised that my boss had asked Evans to *spy / lift* on me.

2 **Read the whole text quickly. Which title could replace the current title of the text?**

A Workers without checks perform better
B Smart office technology improves line management
C Spying on staff at work increases revenues

3 **Read the first paragraph of the text quickly and number the actions (a–g) in the order that the writer does them (1–7).**

a checks emails _____
b starts computer _____
c arrives at work _____
d begins working _____
e talks about a film _____
f has a cup of tea _____
g has something to eat _____

4 **Decide if these statements about paragraphs 2–7 are *true* (T), *false* (F) or if the text doesn't give this information (NG).**

1 The writer's company knows everything its staff does from the moment they arrive at work.
2 The technology used by Humanyze can record conversations.
3 The conference Mr Waber spoke at was held on a Friday.
4 According to Mr Waber, Humanyze's services helped the bank improve employee motivation.
5 The writer can see why companies are interested in the technology but would want more proof of its claims.
6 The ID card supplier Mr Waber has agreed to work with was founded fifteen years ago.
7 Mr Waber claims that the names of employees are removed from the data before it is given to employers.
8 If asked by her employers, the writer would be happy to wear the tracking technology.

LIVEWORKSHEETS

Can office snooping improve employee performance?

I had breakfast the other day at a London restaurant with a man I recently met at a conference. I arrived at the office some time after 10 a.m. and switched on my computer. Having checked a few emails and scrolled through Twitter, I headed to the office kitchen for a cup of tea, where I bumped into a colleague and we stopped to have a conversation. Then I started chatting with another colleague about a film we had both seen. Eventually, I sat down to work.

My employers had **no clue** about any of this useless office activity. Nor would most large companies. Yet I wonder how long it will be until they do. The man I met at the restaurant was Ben Waber, chief executive of a Boston company called Humanyze, which claims it can boost a company's revenues by tracking what its employees actually do all day. It gathers data from ID badges hung around people's necks, which have microphones and sensors that know where you are and who you are talking to – though not what you are saying.

I arranged to meet Mr Waber because although I knew companies had been testing worker-tracking technology for years, I had not heard anyone describe its financial benefits. At a conference on the modern workplace in London this month, Mr Waber described Humanyze's work for a large European bank that wanted to know why people selling loans in some of its branches were performing better than those in other offices with similar types of customers.

Humanyze discovered the **star** branches had **close-knit** sales teams who worked well with each other. Teams in the less successful branches were separated on different floors or got on so well they left new employees out **in the cold**. The bank made some simple **tweaks**, moving staff around different floors or giving managers €100 a week to take new employees out to lunch with longer-serving workers. This helped lift the bank's overall performance by more than 10 percent, according to Mr Waber.

This sounds very large to me and, if I were in a position to hire a company such as Humanyze, I would want to see **hard evidence**. But the point is, it is easy to see why more employers are considering snooping on their staff, and that is worrying.

Today, Humanyze has fewer than forty employees, but Mr Waber is hiring about eight people a month and has just agreed to a partnership with a big ID card supplier, which means his systems should soon spread to many different companies. I believe him when he says his company anonymises its data, only gives its badges to employees who agree to wear them and only wants to make people more productive, not **outraged**.

But Humanyze is just one of many companies entering this field, and it is hard to imagine all acting **honourably**. And I know I will not be alone when I say that the day my badge starts spying on me is the day I start looking for another job.

nor (6)

get on well (18)

with longer-serving workers (20)

LIVEWORKSHEETS

5 **Complete the sentences with the words/phrases in bold in the text.**

1 The company makes claims for the new technology yet there is no _____ that it works.

2 When staff have worked together for a long time, they might not welcome new recruits and may leave them out _____ .

3 The Milan branch has been the company's _____ performer for the last three years.

4 Improvements to staff performance don't always need large changes; sometimes small _____ to working hours or office environment can be effective.

5 One of the reasons that the project was a success was because we have a _____ team and work well together.

6 The employees were _____ to find out that their ID badges were actually tracking devices.

7 The candidate acted _____ and admitted he did not have the right qualifications for the job.

8 It turned out that Amy had _____ about the meeting – no one had told her.

LIVEWORKSHEETS