A culture of rewards

What motivates you / would motivate you to work hard?



2 **Choose the correct option in italics to complete the definitions of the phrases in bold.**

1 **Performance incentives** are given to employees to *encourage them to work harder / pay them for work they have done.*

2 **Executives** are *people who carry out orders / managers in an organisation who help make important decisions.*

3 When workers are paid using **a piece-rate scheme**, they are paid *for the time they need to produce each item / per item they produce.*

4 If you receive **a six-figure salary** in the UK, you earn at least *£100,000 / £1,000,000.*

5 Someone who has **hit** his or her **targets** *has / has not* reached a particular goal.

LIVEWORKSHEETS

3 Read the article. What types of rewards are mentioned, apart from bonuses?

4 Read the article again and decide if these sentences are *true* (T) or *false* (F).

1 The work of top managers and executives is easy to evaluate.
2 Productivity increased on fruit farms by using piece-rate schemes, bonuses for the managers and putting the workers in teams to compete against each other.
3 Recognising hair stylists in public was found to be a successful type of reward.
4 The main differences between pilots, fruit pickers and hair stylists is that pilots enjoy status, large salaries and belong to powerful unions.
5 Pilots were not satisfied with their jobs when their company acknowledged their success regarding fuel consumption, if they were not also given bonuses.
6 People generally do their best even if they don't have a clear picture of what the company considers success.

How to develop a rewarding culture

Here's a difficult management problem: who should be rewarded for high performance, and how? Routine and easily monitored jobs, such as flipping burgers, are natural candidates for performance incentives. However, it's usually executives who tend to get bonuses in spite of their complex, hard-to-measure jobs which are poorly suited to performance-related pay. Nevertheless, it is also possible to respond positively to non-financial rewards such as praise, status or the satisfaction of a job well done.

Experiments over the years have given us some understanding of this. On fruit farms, a piece-rate scheme which paid workers based on how much fruit they picked boosted productivity by 50 percent. Bonuses for the managers ensured that work was distributed fairly and productivity increased another 20 percent. Running a competition encouraged workers to sort themselves into productive teams, and productivity increased by a further 20 percent.

In another study, hair stylists in Zambia's capital Lusaka were recruited to sell products to help prevent certain diseases. When they were praised for their work at a public ceremony it proved a far better approach than providing financial incentives.

But sometimes neither a public ceremony nor a financial incentive is appropriate. Consider the case of long-haul airline captains. Unlike part-time sales people or fruit pickers, pilots have high status, six-figure salaries and powerful unions. Nevertheless, a recent experiment discovered that it was effective to simply make pilots aware of saving fuel, although those who also hit specific targets on fuel consumption were even more satisfied with their jobs.

'I just couldn't believe the impact we had on job satisfaction,' says a researcher. Although salaries were not increased for captains, the fact that the company was taking an interest in fuel saving, and acknowledging success, seemed to delight them.

Even though no performance scheme will fit every occasion, the fuel-saving study does suggest an approach worth trying more broadly. If you want people to do a good job, tell them what success looks like to you – and that you've noticed when they've achieved it.

Linking words and concessive clauses

5 Look at the underlined words and phrases in the article. They all serve the same function. What is it?

a to give further information
b to link and contrast two pieces of information
c to negate or change information which has come before

LIVEWORKSHEETS

6 Underline the word or phrase in each sentence that links the clauses.

1 The employees were very motivated though they were only given recognition rather than a pay rise.

2 They continued to use performance-related pay, in spite of the fact that several experiments had shown that it was less effective than other schemes.

3 Despite experiencing a number of problems, they have not changed their strategies.

4 On the one hand, the union has fought for annual pay rises, but on the other hand, they understand that this may not always be possible.

5 Senior management awarded themselves bonuses, despite the fact that profits had fallen significantly.

Linking Word/Phrase	Example
Although	Although he was tired, he finished the race.
Though	Though it was late, they stayed up talking.
Even though	Even though it was raining, they went for a walk.
Even if	Even if it rains, we will still go.
Despite	Despite the rain, they went for a walk.
In spite of	In spite of the rain, they went for a walk.
While	While I enjoy coffee, my friend prefers tea.
Whereas	He loves to read, whereas she prefers watching movies.
However	The plan was risky. However, the potential rewards were high.
Nevertheless	The plan was risky. Nevertheless, the potential rewards were high.
Much as	Much as I admire his work, I don't agree with his methods.
In contrast to	In contrast to the sunny weather, it was cold inside the house.
On the one hand…, on the other hand	***On the one hand,*** *he is a hard worker, but* ***on the other hand,*** *his performance does not seem to improve from year to year.*

LIVEWORKSHEETS

7 **Choose the correct option in italics to complete the sentences.**

1 *Despite / However* finding that rewards could lead to employee motivation, management decided to stop the rewards system completely.

2 On the one hand, employees have to work more hours, *in spite of, / on the other hand,* they receive overtime pay or extra time off.

3 Productivity has been declining for months *although / in spite of* employee motivation remaining the same.

4 *Even though / However* some work can be done from home, many companies prefer to have the workers in the factory.

5 Executives are often those who receive performance-related pay. *Nevertheless, / In spite of,* it is often difficult to evaluate how well they have performed.

6 We have announced a public ceremony to acknowledge the excellent work done by staff, *despite / although* not all employees plan to attend.

7 *In spite of / Despite the fact that* the targets were agreed in discussion with department heads, they are proving to be unrealistic in some areas.

8 Everyone agrees that reward systems are important for motivation *in spite of / though* not everyone agrees how they should be carried out.

Intonation and linking words

When linking words are used at the beginning of a sentence, they often have a fall–rise intonation. For example:

On the one hand ...

If a linking word forms the beginning of a longer phrase or clause, the fall–rise often occurs later in the phrase or clause. For example:

Despite experiencing a number of problems, ...

1 **Work in pairs. Where will the fall–rise be in these sentences?**

1 On the other hand, they receive overtime pay.

2 Although he has achieved a great deal in the company, there have been a number of problems to deal with.

3 Nevertheless, it was effective to simply make pilots aware of saving fuel.

4 Even though some work can be done from home, many companies prefer to have the workers in the factory.

5 In spite of his career being so successful, he decided to try a new area of business and left the company.

2 P5.01 **Listen and check. Then listen again and repeat.**

LIVEWORKSHEETS

1 Choose the correct option to complete the sentences.

1 Giving pay rises often motivates workers. ____, there isn't one particular reward system that is suitable for all situations.

a Despite **b** However **c** Although **d** Though

2 He didn't get a bonus ____ he had hit his targets.

a although **b** despite **c** however **d** even

3 Bonuses and pay rises are often awarded to encourage employees to work harder. ____, we should remember that people very often respond positively to non-financial rewards as well.

a In spite of **b** Although **c** Nevertheless **d** Even though

4 ____ all her achievements, she didn't rise quickly through the ranks to become manager.

a Nevertheless **b** Although **c** On the other hand **d** Despite

5 On the one hand, Alex was often late for work. ____, he always agreed to work overtime whenever he was asked to.

a Although **b** Despite **c** In spite of **d** On the other hand

6 He expected a quick promotion ____ his colleagues had told him it was highly unlikely.

a even though **b** nevertheless **c** despite **d** however

7 ____ failing to get the project off the ground, he received a reward.

a On the one hand **b** Despite **c** However **d** Nevertheless

8 ____ the performance incentives we introduced, motivation didn't increase.

a Even though **b** However **c** In spite of **d** Although

2 Match the sentence halves.

1 Although I had set my targets together with my manager,

2 Despite the rise in profits,

3 Even though her performance had been excellent,

4 Executives often get performance-related bonuses

5 In spite of a big pay rise,

6 Productivity didn't increase

7 On the one hand, the company offers interesting performance incentives,

8 They didn't give him a pay rise

a although, as everybody knows, their performance is often difficult to measure.

b but on the other hand, the chances of promotion are very few.

c despite acknowledging his achievements in public.

d even though the workers had been put in teams and taught how to cooperate.

e he kept complaining about lack of recognition.

f her promotion was put off until the following year.

g I soon realised I would not be able to meet them.

h nobody was awarded a bonus.

LIVEWORKSHEETS

8A Complete the sentences to make true statements about you.

1 My dream is to work in a business which _____ . Nevertheless, I would be happy to _____ as well.

2 On the one hand, I really enjoy _____ . On the other hand, _____ is very important for me.

3 In the next five years I hope I will be _____ . However, if _____ happens, that will not be a problem.

4 Despite _____ at university, I would be happy working _____ .

5 Although I think _____ has many opportunities, I may look for a job in _____ instead.

1 Complete the sentences with suitable linking words/phrases of contrast. There may be more than one possible answer.

1 At my employee appraisal, I set certain targets with my boss. They were, _____ , impossible to meet.

2 _____ , she has achieved a great deal in the company, but _____ , there have been a number of problems that her staff have had to deal with.

3 We have looked into faster advancement for young people. _____ , it is not always possible to set a policy which is fair to all.

4 They have lowered their profit expectations _____ launching a new and innovative product line.

5 His leadership of the project helped him to advance to a senior role _____ he had been with the company for less than a year.

6 _____ her career being so successful, she decided to try a new area of business and left the company.

LIVEWORKSHEETS

3 **Complete the email with words/phrases from Exercises 1 and 2. Identify as many alternative linking words/phrases as possible for each gap.**

Hi Chris,

As requested, here is a summary of the performance of Joy Davis during her time as an intern in the department. Joy became a valued member of the team, [1]_____ that she was only with us for six weeks. She is a quick learner and was able to work on a range of projects while she was with us, [2]_____ some supervision was required. [3]_____, Joy demonstrated excellent communication skills, but [4]_____, a little too much time was sometimes spent conversing with colleagues. [5]_____, she always completed tasks on time. She often worked longer hours than required and was always helpful and enthusiastic. We would have no hesitation in offering her a permanent role with the team. [6]_____, additional training and support would be required.

Best wishes,

Amy

Listening

1 5.01 **Listen to two colleagues (Boris and Livia) talking about performance and rewards. Decide if the statements are *true* (T) or *false* (F).**

1 Boris and Livia have only recently started working together. ____

2 Money is not Livia's main source of motivation at work. ____

3 Livia believes that she and all her colleagues could work even better or more. ____

4 Boris believes that people are naturally lazy. ____

5 Boris agrees that financial incentives are important. ____

6 Livia believes that competition is less important than being part of a group with common interests and objectives. ____

7 Boris believes that, more and more, companies are getting employees to compete with one another. ____

8 The 'gig economy' means that people are employed on short-term contracts and do freelance work. ____

9 Neither Boris nor Livia likes the idea of linking teachers' pay to students' examination results. ____

10 Boris believes it is easy to see how well chief executives perform. ____

LIVEWORKSHEETS

2 5.02 Complete the sentences. Then listen and check your answers.

1 You work hard, we all know that, and you get a fair wage. _____, perhaps a pay rise or a bonus of some sort would motivate you to work even harder ....

2 I simply do my best. I find satisfaction in what I do, and really, _____ not all my projects are very successful, I can't see how I could possibly work better or more.

3 Financial incentives are important, of course, but _____ it would be a very sad world if we only worked to earn a better salary.

4 These days, you hardly ever hear that word, do you? It's all about productivity, competition, things like that, _____ what we need most, in my opinion, is to be part of a group with common interests and objectives.

5 Yeah ... It's happening more and more, _____ .

6 And in the meantime, so many chief executives are rewarded with huge bonuses, _____ the fact that their individual performance is so hard to measure.

3 Tick (✓) the correct sentences.

1 **a** Alex gets a fair wage. However, it's not enough to support a family of four. ☐

b Alex doesn't get a fair wage. However, it's not enough to support a family of four. ☐

2 **a** Although I work hard, not all my projects are successful. ☐

b Although I don't work hard, not all my projects are successful. ☐

3 **a** The last year of the business was not successful, despite an increase in their online sales. ☐

b The last year of the business was successful, despite an increase in their online sales. ☐

4 Choose the correct option.

The sentences I didn't tick are not correct because there is a problem with ...

a word order. **b** meaning. **c** spelling.

LIVEWORKSHEETS