

# Lēad™

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President and Country Manager  
Adecco Employment Services Limited



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“...fostering regular two-way communication promotes strong employee engagement, which is at least as important as an effective reward and recognition program in retaining talented employees.”



**Sandra Hokansson**

President and Country Manager  
Adecco Employment Services Limited

**F**INDING THE RIGHT MIX of components in an organization's reward and recognition program can be a time-consuming exercise, but it's well worth the effort. Reward and recognition programs are a key differentiator in today's marketplace, helping attract and retain the talent that drives results and keeps organizations in a competitive position.

The key question is: what forms of recognition and what types of rewards are most effective and valued by employees?

At Adecco we use two global surveys to collect feedback and to measure the effectiveness of our reward and recognition program: namely, the Great Place to Work (GPTW) survey and the Adecco Global Satisfaction (AGS) survey. Both are globally sponsored, meaning that all Adecco operating countries are asked to participate. The GPTW survey is conducted by an international third party, while the AGS survey is proprietary. From the GPTW survey we gain key insight into whether Colleagues (our full time employees) feel recognized and adequately rewarded, and if not, why? From the AGS survey, we find out from our Associate population (our contingent and independent contractor workforce at our client locations) what motivates them to work for Adecco and what we can do to better recognize and reward them. We also use focus groups to collect feedback and ask for innovative solutions from Colleagues and Associates.

As a starting point, if you're not already asking your employee base whether your program is effective, I encourage you to do so. Don't take it for granted that just because you don't have any complaints, your program is working well. Once you start asking questions, you will be amazed at what you find out, and sometimes it's the simple things that make the most difference. The other important point to keep in mind is that while reward and recognition programs are valuable and necessary tools, each one of us is motivated by different things. Therefore, it's also important to ensure managers receive training on how to adapt to individual requirements and bring out the best in each employee. When it comes right down to it, fostering regular two-way communication promotes strong employee engagement, which is at least as important as an effective reward and recognition program in retaining talented employees.

In this issue of *Lēad* our contributors offer insight on how organizations can invest their recognition dollars and resources in order to ensure the best possible return.

We hope you enjoy this edition of *Lēad*! ■





paralympic.ca

# THEY ARE THE FIGHTERS. THE ODDS-DEFIERS. THE NEVER-SAY-NEVERS.

## DISCOVER CANADA'S PARALYMPIC SUPER ATHLETES

Through an unshakeable determination, fierce passion and sheer willpower, they have accomplished what many athletes dream of doing, but few actually can: To go beyond the norm to achieve the impossible.

**Benoît Huot**  
Multiple Paralympic Gold Medallist & World Record Holder



### ABOUT THE SUPER ATHLETES CAMPAIGN

In the lead up to the London 2012 Paralympic Games, the Canadian Paralympic Committee launched a bold marketing campaign enticing viewers to Meet Canada's Paralympic SUPER ATHLETES. The campaign features 21 para-athletes who exemplify determination, perseverance and undeniable dedication to their sport. Access the campaign on Facebook, YouTube, Web or on Twitter.



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## Contributors

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**PETER ANDERSEN, PhD** Economic Forecaster  
Andersen Economic Research Inc

Peter Andersen is an independent consulting economist specializing in applied economic forecasting. He obtained his doctorate in economics from Harvard University. Peter provides strategic economic advice to management through boardroom meetings, video conferencing, economic reports, email commentary, and telephone calls. He is a regular keynote speaker at industry conferences in Canada and the United States. Peter has also taught financial economics and money and banking at the University of Texas at Austin since 2001.



**SYLVIE BERGERON** Executive Director, HR and Communications  
Roche Diagnostics Canada

Sylvie Bergeron joined Roche Diagnostics Canada in February 2007. In her role as Executive Director of HR and Communications, she is responsible for all matters pertaining to human resources, training and development, as well as internal and external communications across Canada. Prior to joining Roche, Sylvie spent 12 years working in the areas of HR and Operations for Alcan in Canada and the United States. She is a generalist and practitioner in the field of HR.



**KEVIN ORR** Head Coach, Canadian National Wheelchair Rugby Team  
Canadian Wheelchair Sports Association

Kevin Orr is a two-time Paralympic bronze medalist, having medaled in both the 800 and 5000 metre categories for wheelchair racing at the Seoul Games in 1988. In 1989, Kevin switched his focus to coaching, ultimately leading his team to five US national championships and 10 straight finals appearances. As the former head coach of the USA National Wheelchair Rugby Team, Kevin was featured in the 2005 documentary *Murderball*. Over the course of his career, Kevin has coached wheelchair rugby and wheelchair track at the Paralympic level and in 2009, began working with the Canadian National Wheelchair Rugby Team whom he most recently led to a silver win at the London 2012 Paralympic Games.



**CHRISTINE THOMLINSON, BA, LLB** Partner  
Rubin Thomlinson LLP

Christine Thomlinson is a founding partner of Rubin Thomlinson LLP, a boutique law firm specializing in employment law and human rights issues. Christine is a trusted advisor to senior human resource professionals who recognize employees as an integral part of their business. She is known for her high capability to think strategically, and her ability to find practical, often innovative, legal solutions to her clients' challenging workplace issues. Christine has also been selected by her peers as one of the Best Lawyers in Canada specializing in labour and employment law.



**RÉMI TREMBLAY**  
La Maison des Leaders

Since founding *La Maison des Leaders* in 2005, Rémi has devoted much of his time to guiding business leaders and management teams through the process of discovering how best to align employee happiness and performance. In this capacity, Rémi initiates open dialogues within senior management teams and also shares his vision with the public through speaking engagements and his books. Rémi has co-authored three books, *Découvrez le bonheur au boulot* with Linda Plourde as well as *Les Fous du roi* and *J'ai perdu ma montre au fond du lac – Retrouver la tranquillité pour mieux gérer, mieux vivre* with Diane Bérard.



**Hello?**  
**I'm here!**

BY RÉMI TREMBLAY

# “Recognition means striving to uncover each individual’s potential and taking a vested interest in their dreams and aspirations.”

**S**OPHISTICATED RECOGNITION PROGRAMS, award events, structured bonuses, and pats on the back are tactics often used to drive employee recognition. However, if an individual feels that their day-to-day welfare and needs are not considered and valued, they will never feel truly appreciated; derailing the value of any programs that your organization may choose to develop.

Since the advent of “Best Employer” contests, which first identified low ratings for employee recognition, organizations everywhere have been under tremendous pressure to improve results – pushing many leaders to act hastily. Over the past few years, I’ve watched as they created elaborate programs only to see their recognition results slip back to previous levels a few years later, resulting in wasted resources and wasted efforts.

Perhaps a return to a simpler, more “human” approach is in order. My colleague, Linda once told me: “Rémi, it’s not when you tell me that I did a good job that I feel recognized, it’s when you tell me that you need me.”

Another colleague explained: “It’s not the bonuses that make me feel truly recognized; it’s the fact that you don’t make decisions that concern me without consulting me first; the fact that I am involved in the decision making process.”

On another occasion, a young intern said: “My biggest surprise during this experience was when I was invited to participate in brainstorming sessions on the organization’s vision for the next few years. Even though I had just arrived, you asked for my input and counted me as an equal. This really resonated with me. After that experience, I didn’t want to leave a team that valued my opinion and made me feel that I had a long-term role to play within the organization.”

Yet another member of the team described how impressed she was by our sensitivity to challenges she was facing in her personal life, and by our decision to temporarily relieve her of more demanding responsibilities in order to give her the time she needed to regain her footing. As a direct result, she was able to get back on track and remained with the company as a valuable contributor for many years afterward.

When decisions are limited to a small group or when frontline employees are excluded from decision-making, sophisticated and broad recognition programs won’t bridge the gap to ensure employees feel recognized. While there may be an incentive to stay with the company for a bit longer in order to reap the financial benefits, employees won’t be staying because they feel truly recognized, respected, or appreciated.

These days, recognition in the workplace to me means acknowledging others, accepting that we are in this together, and appreciating that as an employer, we have the benefit of their talent. This means listening to their needs, even if it’s through the non-verbal communication of hidden anxiety. Recognition is respecting that others exist, that we share the same joys and the same trials in life, and that we have a common desire to succeed and to feel included. It means acknowledging that contributors need to be consulted on decisions that affect them. Recognition means striving to uncover each individual’s potential and taking a vested interest in their dreams and aspirations.

Recognition is a fairly simple concept, but sometimes it requires what is seemingly impossible... it requires that we slow down. We need to take the time to identify each individual’s value and ability to contribute. Taking a “human” approach to employee recognition will allow organizations to realize cost savings from complex programs while simultaneously increasing performance, engagement, and productivity in the workplace.

As an employee, do you feel that your individual efforts are being recognized by management? From a management perspective, are you recognizing outstanding achievements and expressing individual recognition?

These are all valid and relevant questions to consider. Ultimately, being able to effectively recognize and be recognized in the workplace is an effective communication tool that is necessary to realize organizational success. ■