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Dear Workforce: How Do I Change the Attitude of a Money-Conscious Workforce?

Educate your employees on the difference between performance and compensation.



Dear Workforce:

How do I change the attitude of employees who only care about money and do only what is asked of them?

-- A Mercenary Mess, operations manager, services, Janesville, Wisconsin



Dear Mess:

Employees who speak of and perform for money alone tend to do so because compensation is the only form of [recognition](#) they receive. This culture emerges when employees can't distinguish between [performance appraisals](#) and [compensation](#). Include that demarcation as an essential element of your new-employee orientation program.

Inform your employees that compensation is a portion of the salary-administration program, which is based on the market in which your company competes. Appraisals, on the other hand, are part of a much larger performance-management process that includes company goals associated with earnings, product quality, productivity, financial management and safety.

Develop a process to communicate with your employees about the company's mission, values and goals, and how each is affected by the role of individual employees. Your performance-appraisal process should measure the individual employee's performance against the goals of the company and the employee's business unit. It should include goals for self-development and performance for the next review period, and continuous communication between the employee and the supervisor.

Recognize employees both formally and informally for all levels of performance. This can be accomplished with employee-of-the-month or similar recognition.

The next step should be to develop a process in which employees receive periodic updates on the company's performance against goals.

Also, a wage and benefit survey should be conducted annually, or at least every other year, to ensure that employees are paid fairly.

The most important action that senior management should take is to measure the performance of supervisors against the performance and development of their subordinates. Managers should be reminded that only occasionally do great, high-producing employees walk in the door looking for a job. The rest are developed by a high-quality management team with a plan.

SOURCE: Lonnie Harvey Jr., president, [The JESCLON Group Inc.](#), Rock Hill, South Carolina, July 21, 2004.

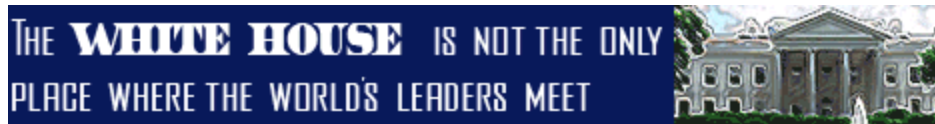
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