

# INCENTIVIZATION AND RETENTION



## 激励与保留人才

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# TYPES OF MOTIVATION

## 动机类型

- **Intrinsic Motivation:** This stems from within an individual, driven by personal enjoyment, interest in the work itself, or a belief in its importance.
- **内在动机:** 这种动机源于个体内部，受个人享受、对工作本身的兴趣或对其重要性的信念所驱动。
- **Extrinsic Motivation:** This arises from external factors, such as the desire for rewards (like incentives and recognition) or the avoidance of punishment.
- **外在动机:** 这种动机源于外部因素，如对奖励（如激励和认可）的渴望或对惩罚的避免。

# CULTURE 文化



# Why Employee Rewards Matter for Team Performance

为何员工奖励对团队绩效至关重要



Motivation

动机

Engagement

参与

Collaboration

协作

Productivity

生产力

# INCENTIVES ARE BASED ON 激励措施基于

- Profit-sharing
- Productivity
- Output
- Piecework
- Hard work
- Retention
- Unknown

利润分享

生产力

产出

计件工资

勤奋工作

留住人才

未知



# INCENTIVES CAN BE: 激励措施可以是:

- Money 金钱
- Benefits 益处
- Time 时间
- Recognition 认可
- Trophies 奖杯
- Gifts (Individual, team, family)
- 礼物 (个人、团队、家庭)



# CHALLENGES 挑战

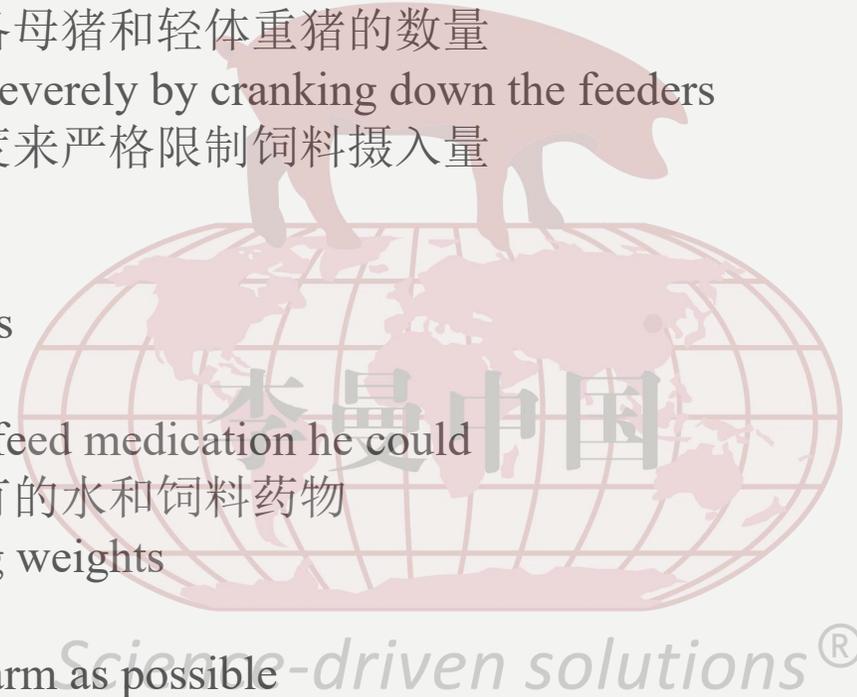
- Not all aspects are under an employee control
- 并非所有方面都处于员工的控制之下
- Employees have varying needs and preferences
- 员工的需求和偏好各不相同
- Changes in incentives can cause conflict
- 激励措施的变化可能导致冲突
- Incentives may cause adverse outcomes
- 激励措施可能会产生不利后果
- Performance incentives often related to poorer retention
- 绩效激励往往与员工留任率较低有关



# EXAMPLE: FEED CONVERSION BONUS

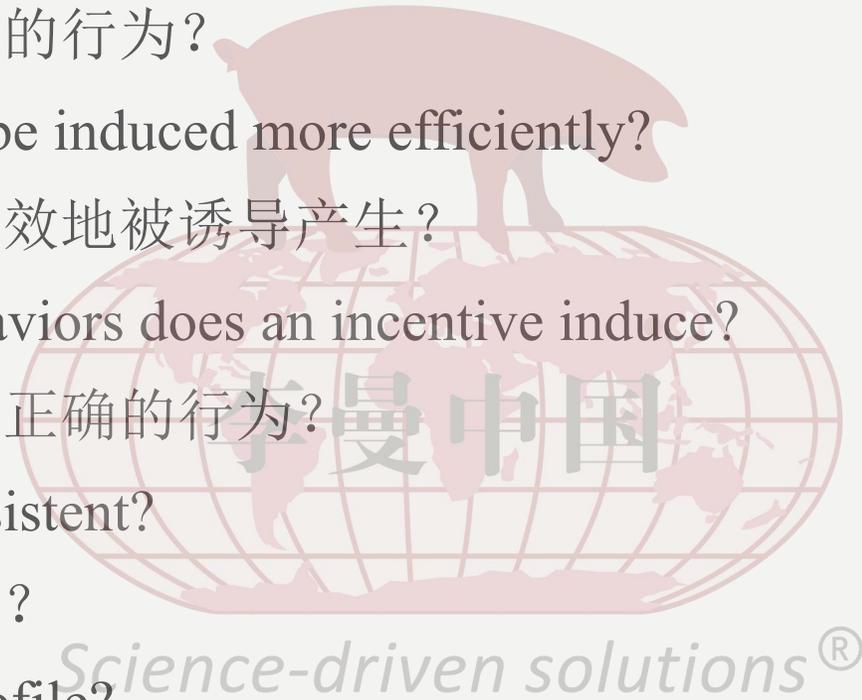
## 示例：饲料转化率奖励

- Arguing for more gilts and lighter pigs at entry
- 主张在入场时增加后备母猪和轻体重猪的数量
- Restricting feed intake severely by cranking down the feeders
- 通过调低喂料器的速度来严格限制饲料摄入量
- Culling heavily
- 大量淘汰
- Shipping at light weights
- 体重轻时运输
- Using all the water and feed medication he could
- 他竭尽所能地使用所有的水和饲料药物
- Overestimating dead pig weights
- 高估死猪体重
- Running the barns as warm as possible
- 尽可能让猪舍保持温暖
- Switch stages of feed as late as possible
- 尽可能晚地切换饲料阶段
- What are the aspects that the employee controls?
- 员工能控制哪些方面？



# QUESTIONS 问题

- What wanted behavior can an incentive induce?
- 激励能引发什么样的行为?
- Can such behavior be induced more efficiently?
- 这种行为能否更高效地被诱导产生?
- What incorrect behaviors does an incentive induce?
- 激励会引发哪些不正确的行为?
- Is the behavior consistent?
- 这种行为是否一致?
- What is the time profile?
- 什么是时间表?



# WHAT DOES A DISEASE OUTBREAK DO TO BONUS SYSTEMS?

## 疾病暴发对奖金制度有何影响？

- Makes employees work harder
- 使员工工作更努力
- Make employees leave
- 让员工离开
- Induce higher pay rates
- 提高工资水平



# PROBLEM: EXTROVERTS VS INTROVERTS

## 问题：外向型人格与内向型人格

- External vs Internal Validation
- 外部验证与内部验证
- Introverts often better herdspersons
- 内向者往往更适合做猪场人
- Often not induced by money
- 往往并非由金钱所诱导
- Small group of people to keep happy
- 让一小群人保持快乐 *Science-driven solutions*®
- Loyal to family, institutions, not heirarchy
- 忠于家庭、制度，而非等级制度



# PRODUCTIVITY INDUCEMENT

## 生产力激励

- Stability 稳定性
    - Aims 目的
    - Team 团队
    - Inputs 投入
  - Recognition 认可
    - Effort 努力
    - Accomplishments 成就
  - Reward 奖励
    - Induced improvements 诱导性改进
    - Planned changes 计划中的变更
    - Repair and prevention 修复与预防
- 

# GOOD INCENTIVES BASED ON: 基于以下因素的良好激励措施:

- Trust 信任
- Cooperation 合作
- Knowledge of duties 职责知识
- Evolving challenges 不断演变的挑战
- Inclusion 包容
- *Stability* 稳定性



# FURTHER AIMS

进一步的  
目的

- Mentorship
- 导师制
- Education
- 教育
- Advancement path
- 发展路径
- Security
- 安全





WHAT HAPPENS  
DURING  
CHALLENGING  
TIMES?

在充满挑战的时期会发生什么？

*Science-driven solutions*®



"Employees who believe that management is concerned about them as a whole person—not just an employee—are more productive, more satisfied, more fulfilled"

“那些认为管理层关心他们作为完整个体——而不仅仅是员工——的员工，工作效率更高，满意度更高，成就感更强。”

- Anne Mulcahy

- 安妮·马尔卡希