

myRoche

Newspaper for all Roche Employees

100
seconds
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Applause for recognition

Rainer Schätzle, Global Head Performance Management and Recognition: "Recognition is like a cake. A sincere thank-you is the foundation. This layer correlates to informal recognition occurring on a daily basis between all employees. The sweet and tasty layer is equivalent to social and symbolic gestures and points-based awards available in our new platform 'Applause.' The decoration on top corresponds to the financial elements of recognition at Roche such as the Annual Bonus or other financial incentives. Enjoy!"



Photos: Bruno Carlsch



High on recognition

On 1 January 2014, Roche launches a new global platform for recognition. "Applause" is based on a holistic view of motivation and peer-to-peer interaction and strives for a new recognition culture at Roche.

When Roche employees return to their desks in the New Year and switch on their computers, there will be something brand-new to discover. "Applause" is striving to change the way people across the company give and receive recognition for their achievements. All employees worldwide will have the chance to highlight the accomplishments and behaviors of individuals or teams, and thank colleagues in personal ways. This peer-to-peer interaction is designed to be a catalyst for lasting culture change at Roche.

Why recognition matters

Recognition is important, especially at work. Most people like to get positive feedback for a job well done. In fact, extensive research shows that recognition is a primary factor contributing to high levels of employee engagement, identification with the company's objectives and willingness to "go the extra mile."

The 2013 Global Employee Opinion Survey (GEOS) indicated that recognition has not yet become a part of the company culture. For a company built on human ingenuity and innovation, those results sent a message that was heard by senior management including CEO Severin Schwan: "I believe that everyone at Roche, no matter what they do or where they are, should be recognized on a job well done."

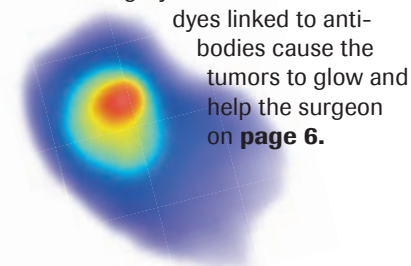
Engaging the whole person

The survey feedback was an opportunity to think of new ways of recognizing employees at Roche. Already before GEOS results were

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Glimmer of hope

A novel labeling method is helping pave the way for advancements in tumor surgery. Read how fluorescent dyes linked to antibodies cause the tumors to glow and help the surgeon on **page 6**.



Looking back and ahead

Meet with the father of HER2, Mark Sliwkowski, as he takes us down memory lane. Also, read about what makes the HER2 franchise team click and what lies ahead in terms of R&D. More details on **pages 8-9**.



Malawi memories

Martin Hirsch from Group Communications was one of the Roche ambassadors to Malawi this year. He came back much richer for his experiences. His story is on **page 14**.



Getting the job done

The small team of Roche Libya attempts to get back to business as usual in a challenging post-revolution marketplace. Read more on **page 16**.

known, a project team led by Human Resources had started researching the field for best practices and selected Maritz, an external partner with a science-based recognition approach and a proven track record.

Maritz, a US-based company and specialist in the field of recognition programs since the 1930s, base employee recognition on models developed by Harvard professors Paul Lawrence

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Amy Kramer

and Nitin Nohria, who have identified four key drivers of human behavior, “acquire, bond, create, defend.” (Read “Drivers in the brain’s ‘seat of emotions’” on myRoche online and learn more about the behavioral model.)

“Most recognition and rewards programs fail to live up to their potential because they are top-down and focus only on the acquire and defend drivers,” underlined Amy Kramer, Maritz’s Solution Design Strategist. “Motivation is often reduced to the simplistic formula, ‘Do this and get that.’”

“When that happens, you are not engaging the whole person,” she continued. “Our program enables people to connect directly and give each other recognition. It creates a social network allowing them to bond and connect regardless of where they are located.”

While Maritz has implemented similar recognition programs at more than 200 companies, many elements were customized for Roche. An internal project team with representatives from various sites ensured that the program was adapted to the company’s geographical and cultural diversity. The name “Applause,” developed for Roche after extensive brainstorming, should help to create a strong internal brand.

Even playing field

“Collaboration across geographical and functional boundaries is a common way of working at Roche and a key driver of innovation,” explained Rainer Schätzle, Global Head, Performance Management and Recognition. “In the past, highlighting achievements and recognizing people on these global teams has been difficult and time-consuming.”

“Some larger affiliates have well developed recognition programs; many smaller ones have none at all,” he added. “There is a lot of variability among functions as well. Applause will allow us to have one global platform—an even playing field—where individuals or teams can be properly recognized.”

Points better than cash

A central element of Applause is the ability to nominate colleagues for point awards that can be redeemed, for example for gifts, vouchers, or tickets in local catalogues. The nominee’s manager determines the award value, which can range from 50 up to 1500 points. The overall

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Rainer Schätzle

budget for Applause is set at 0.3 percent of the total base pay salary. However, the emphasis will be on awarding small amounts more often, rather than large awards.

“Research shows that awards are more effective than cash in terms of motivating people,” explained Maritz’s Amy Kramer. “Monetary rewards usually end up in the same bank account used for paying bills and are quickly forgotten. Points that are redeemed, for example, for a new iPad, or a restaurant voucher are tangible symbols and memorable experiences with more lasting value.”

Online catalogues are adapted to local preferences at Roche sites around the world and updated on an ongoing basis.

Because of economic differences in various countries around the globe, Applause automatically converts proposed award amounts at the time the award is given to maintain “purchasing power parity” based on the recipient’s country. This ensures equitable award opportunities and fairness for comparable contributions in all Roche affiliates.

Shaping a new feedback culture

While Applause will become the global tool for recognition at Roche and replace local programs

with a financial value, it will not diminish the value of a face-to-face “thank you,” or special gestures such as flowers or a bottle of wine.

“It’s important to remember that Applause is just a tool,” concluded Rainer Schätzle. “We are aiming for much more—a true cultural shift. Effective and sincere recognition is something that should happen on a daily basis in our interactions with each other. It is a form of feedback that helps us to grow and develop as professionals, and it creates an atmosphere in which people feel valued and are motivated to generate value.”

Richard Bird

“APPLAUSE” IN BRIEF

The Applause platform* will be available in ten languages and allows Roche employees to highlight achievements of colleagues anywhere in the world. Launched simultaneously across more than 100 countries and 200 sites, it can be accessed via www.recognition.roche.com.

- Any employee can recognize any colleague anywhere in the world
- Recognition via Applause is linked to Roche’s ten core competencies
- Applause facilitates recognition via eCards or nominating colleagues for point awards
- Managers must approve point award nominations and stay within a fixed budget
- Points can be redeemed in online catalogues that vary by country or accumulated towards gifts of higher value
- Local recognition practices (e.g., face-to-face, symbolic gifts) are still encouraged
- Financial incentives (e.g., Roche Annual Bonus, Sales Incentives) will continue

*Pending review and agreement with employees representatives

