**D53**

**KEY POINT THREE**

Regardless of whether goals are achievable or well within management’s perceptions of the employee’s ability, if employees see them as unachievable they will reduce their effort. Managers must be sure, therefore, that employees feel confident that their efforts can lead to performance goals. For managers, this means that employees must have the capability of doing the job and must regard the appraisal process as valid.

**KEY POINT FOUR**

Since employees have different needs, what acts as a reinforcement for one may not for another. Managers could use their knowledge of each employee to personalise the rewards over which they have control. Some of the more obvious rewards that managers allocate include pay, promotions, autonomy, job scope and depth, and the opportunity to participate in goal-setting and decision-making.

## Key words & phrases

跟随老师讲解牢记以下单词、词组及用法

1）regardless of   不管，不顾

2）capability   n. 能力

3）appraisal   n. 评价，估量

4）valid   adj. 有效的，正当的

5）reinforcement   n. 加强，强化

6）personalise   v. 个性化，个人化

7）allocate   v. 分配，分派

8）scope   n. 范围

9）goal-setting   目标设定

10）decision-making   决策

**Exercises（请完成下面练习，并打卡）**

**Please complete the following sentences with words from above.**

1）We’ve fixed the date for the outing and we’ll go \_\_\_\_\_\_\_\_\_ \_\_\_\_\_wind or rain.

我们郊游的日期已定，风雨无阻。

2）What is needed in such cases is a calm \_\_\_\_\_\_\_\_\_ of the situation

在此类情况下需要对形势有一个冷静的评估。

3）All tickets are \_\_\_\_\_ for two months.

所有的票在两个月内有效。

4）You can customize the toolbar to \_\_\_\_\_\_\_\_\_\_ your workspace.

可以自定义工具栏来对工作区进行个人设置。

5）You must \_\_\_\_\_ the money carefully

你们必须谨慎地分配钱。

**Please translate the following paragraph from English to Chinese.**

**KEY POINT 5**

Managers need to make rewards contingent on performance. To reward factors other than performance will only reinforce those other factors. Key rewards such as pay increases and promotions or advancements should be allocated for the attainment of the employee’s specific goals. Consistent with maximizing the impact of rewards, managers should look for ways to increase their visibility. Eliminating the secrecy surrounding pay by openly communicating everyone’s remuneration, publicising performance bonuses and allocating annual salary increases in a lump sum rather than spreading them out over an entire year are examples of actions that will make rewards more visible and potentially more motivating.

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Answers: 1) regardless of; 2) appraisal;  3) valid;  4) personalise;  5) allocate

Translation:

要点5

管理者需要让奖励和绩效挂钩。奖励非绩效外的其他因素，只会强化这些因素。关键奖励，比如涨薪、升职或晋级，应该在达成确切目标的情况下被发放。为了扩大奖励的影响范围，管理者应该找方法来扩大其可视性。通过公开沟通每个人的奖励减少金钱奖励的私密性、公布绩效奖金、把年薪增长一次发放而非平摊到整年中，这些都是让奖励被看到并且更具激励性的例子。

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