

## *Step 10: Analysis & Feedback*

Planning your analysis and feedback strategy.

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### *Qualitative And Quantitative Measures*

Your program might have both quantitative and qualitative measures of success. Quantitative measures are reflected in the actual results; qualitative measures might come from employee or customer surveys, customer or employee turnover rates, revenue or other productivity measure per employee, etc. These qualitative results can represent by-products with an additional value to the organization over that achieved through the actual quantitative results.

*Quantitative* – objective; can be counted

*Qualitative* – subjective, opinion, perception

### *Program Results Compared To Plan*

During the analysis and feedback phase, you want to look at your program results against your business plan and attempt to isolate any outside factors that could have affected performance, either accounted for or unaccounted for. Review actual results, and whatever qualitative information you learned from it in order to prepare recommendations for future programs.

### *Reporting Impact*

This process can include a per-participant review to see if any patterns have emerged about group or individual performance that could provide ideas for improvement in the future. If you have used both results and process measures, you have powerful tools to determine the precise impact of your incentive program. If the results went up, but the processes being measured went down in quantity or quality, then you can assume that the results had little to do with the program.

If the processes showed improvement but results went down, you can conclude that some outside circumstances, other than motivation or work effectiveness, contributed to the outcome. Continuing to track data following the end of the formal program, allows you to monitor what happens to results and process measures to see what happens without the incentive program.

Many companies that use incentive programs do so in the belief that there's almost always a value to promoting important behaviors and that the use of rewards helps sustain commitment to positive behaviors over time. Now, as more and more performance data is being tracked and analyzed, companies are seeing their belief in incentives validated with hard data.

***Accounting For Non-Tangible Improvements***

“Results” are generally spoken of in dollars and cents terms. Incentive programs have been shown to improve other, non-monetary factors as well. In fact, many incentive program planners continue their incentive programs because they feel that not doing so would be detrimental.