

Allstate – college essay



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Using the model for goal setting, evaluate Allstate ' goal's setting to determine whether or not Allstate has effective goal-setting programs. Allstate's goal setting process is based on its diversity strategy. Allstate's director of diversity remarks, the crucial question is, " how do you take this workforce of differences and bring them together in a more powerful way so that it can impact business result? " (Hellriegel; Slocum, 2011, p. 215) With this in mind, Allstate has devised goal setting process which focuses on four specific steps: (1) succession programming, (2) development, (3) measurement and (4) accountability and reward.

These four steps definitely meet the model of goal setting as defined by Hellriegel and Slocum, 2011. That is, they are links to the three key elements of the goal setting model. They are (1) challenge-goals are clear and attainable, (2) moderators -ability, goal commitment, feedback, and task strategies are present, and (3) mediators-direction, effort, persistence and task complexity are operating (Hellriegel ; Slocum, 2011). These elements play a vital role in the level of impact on employees' performance.

For the first element, challenge, Allstate has established goal clarity and difficulty for good business results, while identifying and developing candidates for key positions. This element is exhibited in Allstate's succession programming. Step one of their goal setting process incorporates a means by which their employees can learn, grow and progress. This is obvious in the high percentage of women executives with 25% of them being Hispanics or people of color. The second element, moderators, is evident through the organization's second and third steps, development and measurement.

The development step provides a means for employees' to assess their current skill level and gives them a plan to develop critical skills needed for advancement. While the measurement step provide tools (i. e. , Diversity Index and Quarterly Leadership Measurement System-QLMS) that assists with the feedback and goal commitment portion of Allstate's goal setting process. Its results are used by management to develop and implement programs that resolve issues and enhance work processes. The fourth and final step is accountability and reward.

During the accountability and reward step, results are linked to the organization's diversity goals through compensation. Managers receive merit pay based on the Outcome of the Diversity Index and the QLMS. Allstate leadership believes merit pay practice increases the focus on initiative (Hellriegel ; Slocum, 2011). When considering all these aspects, Allstate has an effective and efficient goal setting process. Its approach to the goal setting process is one to be emulated. It is not only effective and efficient, but it is powerful. Without a doubt, Allstate communicates a commitment to live up to its vision of diversity.

Discuss the competitive advantage Allstate has from the development of the Diversity Index. Alstate's Diversity Index is an online survey used to measure employees' perception of how well the organization is meeting the desires of its stakeholders, customers and employees (Wah, 1999). It is one of the measuring tools used to foster diversity beyond the recruitment phase; binding Allstate's initiative to increase customer retention and sales, enhance management accountability and produces a richly diverse family of

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The Diversity Index is a proven tool for competitive advantage because it measures the effectiveness of their new diversity strategy concept of leveraging differences. In years past Allstate has viewed diversity as a legal obligation placing their focus more on affirmative action and diversity awareness. Today, however, they have a more successful and positive viewpoint; incorporating diversity into all aspects of their business processes to include decision making and product innovation. It is an integrated

approach which incorporates diversity in the mainstream workforce by linking recruitment, development and retention strategies to business processes.

The effectiveness of this strategy is measured twice a year using the Diversity Index Survey. The survey probes employees for answers to questions that measure the effectiveness of the organization's diversity strategy. The employees' answers are analyzed and used to create action programs to resolve problems and enhance business processes. Thus the Diversity Index has proven to be effective in helping Allstate meet their objective of increase customer retention and sales, enhance management accountability and produce a diverse pool of well trained, talented and skillful employees.

This overall diversity concept has created a win-win situation for Allstate, as they have been praised for an increase in employees and customers' satisfaction. Simply put, satisfied employees produce satisfied customers, and in -turn enhances productivity and business processes. Recommend the Types of High-performance reward system Allstate should Use to motivate its employees to reach its diversity goals. Allstate's diversity goals focus on leveraging differences both internal and external. Its internal focus concentrates on providing employees' with the necessary tools, resources and opportunities to reach their full potential.

The external focus is to ensure the workforce and marketplace it serves are on an equal playing field in regard to experiences, backgrounds and sensitivities. But how does Allstate use these focuses to motivate its diverse

population of employees to perform at a level that continuously impacts business results-through the incorporation of a high-performance reward system. Such as informal reward programs. Over the years many leaders have estimated the benefits of informal rewards. This may be partly because most people believe increase in pay, monetary bonuses and merit promotion weighs heavy on motivation individuals to perform.

However, informal rewards focus on spontaneous, sincere and personal appreciation of employee efforts. These types of rewards successfully recognize employees, while generally requiring very little or not money to implement and maintain. When delivered correctly and regularly, informal rewards are intended to stimulate continuous improvement, while enhancing both performance and morale. In order to be effective, informal rewards must be: (1) directly related to the desired behavior. (2) given immediately following the action, (3) delivered personally, and (4) appreciated by the individual.

The reward itself can be as simple as writing a thank you note, a letter of appreciation, lunch with the president, recognized on the organization's electronic message board or saying thank you in an open form (Michigan State, 2009). Normally, these methods have a greater impact on the employees, because they are so personal. To make it plain, individuals are more appreciative when they received rewards of a personal nature. This personal effective gives individuals a sense of being valued. Thus when individuals feel valued and/or appreciated, they are usually motivated to perform at a high productivity level.

Therefore, as stated before, it is my recommendation that Allstate implement an informal reward program to motivate employees to reach its diversity goals. If you were an Allstate employee, discuss whether or not you would be motivated By the Diversity Index and QLMS. Provide a detailed explanation. If I were an Allstate employee, I would be motivated by the Diversity Index and QLMS. Both of these tools provide an opportunity for an individual to express themselves and genuinely be heard. I believe the opportunity to voice your opinion is very important as it adds value and meaning to the individual who is expressing herself.

It also helps the organization understand the individual's perception of the leadership and its business practices. No one wants to be a part of an organization that does not value them. People are social being, thriving off each other. They simply do not live in a vacuum (Hellreigh ; Slocum, 2011). Maslow's Hierarchy Theory suggests that individual have a set of needs that must Fulfilled in a progressive order. One of these needs identified by Maslow is Affiliation, which is third in the hierarchy need model and considered a deficiency need (Woods ; West, 2010).

Affiliation needs involves the need to belong, to be a part of something. Being a part of something (i. e. , church, softball team, corporation, etc.) that values who you are and what you have to offer can be a primary motivator. And I strongly believe that if I were employed by Allstate, and given the opportunity to express my opinion by way of completing the Diversity Index and QLMS survey, I would feel a greater sense of empowerment. Why, because although my input would be a very small piece of the puzzle, it still could be that defining piece that makes the difference.