



Stanford eCorner

Motivating Employees

Rick Wallace, *KLA-Tencor*

November 16, 2006

Video URL: <http://ecorner.stanford.edu/videos/1608/Motivating-Employees>

Rick Wallace shares his strategy for hiring and retaining talented employees. He claims that money is important, but the primary motivators for employees at KLA-Tencor are personal growth and fairness in rewards and recognition.



Transcript

Our employees will view that we are a great place to work because they feel affiliated and they are inspired. My experience has been with people who leave companies that are because of their boss. When they stay, it is because of their friends, all else being equal. You see you want to create an environment where you have responsibility for people managing that they understand that is their job is to create an environment of affiliation and inspiration, personal growth. Most of the people we employ personally are professionals - most of them four-year degree at least. They want to grow in their careers. My job, our job, in the management team is to enable them to grow, enable them to continue to take on more responsibilities, to have the opportunities that I had and then lastly, the idea of rewards and recognition. You know, clearly, I think that money is a motivator for people. I have heard some of you, when I talked to you before, hopeful that you make a lot of money on a start out but in the end, I think for a lot of people money is not really a motivator. Money is not a motivator.

It would be a demotivator if you are not treated fairly in companies like ours. It is much more about fairness. It is fairness relative to their contribution, relative to others and relative to what is available on the outside. Now start ups should make more because the risk reward profile is very different; right? Some start ups for every YouTube there is a lot who do not make it. You all know that. The question, if you are in my job what you want to do is provide environment where your rewards and recognitions are fair. Where people are not demotivated by them. Typically, it is pretty down the list in terms of compensation. Other things matter a lot. Personal growth is and this idea of feeling part of something that matters and being motivated by that organization.

Those are really critical.