

**MORE THAN JUST
A PAT ON THE
BACK:
Developing Team
Resiliency through
Positive Recognition**



Why this topic is important to me... (Kit Malo)

- I work with organizations to support overall internal wellness.
- Recognition is one **of the EASIEST** and frequently **UNDER-USED tools** for team cohesion, group development and EMPLOYEE ENGAGEMENT.
- Recognition leads to resiliency in ways few other techniques do.



“

*I guess we all like to be recognized not
for one piece of fireworks, but for the
daily ledger of our work.*

- Neil Armstrong

A little story
about
recognizing
the daily
ledger...

*“Thanks so much for your kind ear listening
to my previous experience and understanding
my apprehension.*

You have made me proud again to be me.”

*Why is recognition
so important
and so
powerful?*

**You are a
whole
person**

*Positive Recognition
touches ALL of
who we are*



A pair of hands is shown from a top-down perspective, gently cupping a small, bright yellow flower with a dark center. The hands are positioned in the center of the frame, with the fingers slightly spread. The background is dark and out of focus, suggesting an indoor setting with other people present. On the left side of the image, there is a vertical orange bar. Overlaid on this bar and extending into the dark background is the text 'Individual Reflection' in a large, white, sans-serif font.

Individual Reflection

Reflect on a daily- ledger moment*

(*doesn't have to
have happened at
work!)

Think of a moment when you were **RECOGNIZED FOR YOUR GIFTS REGARDING YOUR DAILY LEDGER (your day-to-day abilities/impact)**

DESCRIBE IN DETAIL, WHAT YOU **EXPERIENCED** USING YOUR 5 SENSES:

- Where were you?
- What were you doing?
- Who were you with?
- What did they say?
- How did you react/respond?
- What did you physically feel (in your body?)

DESCRIBE, IN DETAIL, WHAT **IMPACT** THIS RECOGNITION HAD ON YOU:

- What feelings did you have IN THE MOMENT? (happiness, discomfort, fulfillment, shame, pride, confusion, other?)
- How did it make you feel AFTERWARDS? (
- **What impact did this have on your relationship or approach to the work?**

Pair & Share



Together,
Share your
Stories...

- 5 minutes each
- Cymbal will chime when it is time to switch
- Make sure you share **DETAILS** but also **IMPACT**
- What elements of IMPACT did you share in common?

Identifying Commonalities Regarding IMPACT



Now turn to
your whole
table...

- Share/listen to the common IMPACT outcomes of each pair
- When the cymbal chimes, come up with your table's **2-3 MOST COMMON IMPACT OUTCOMES**

Debrief: IMPACT of Recognition



How our brains are hard-wired

WHEN OUR EARS HEAR **THIS**

Wow! You did a totally great job on that project - you guys developed it with precision, executed in a way that really spoke to the client, and it was only a few days late. Way to go!

OUR BRAIN INTERPRETS **THIS**

You didn't get the work done on time.
**WHAT IS YOUR
PROBLEM!!!**

The impact of negative recognition/ comments

Emily Heaphy & consultant Marcial Losada have examined the effectiveness of 60 strategic-business-unit leadership teams:

- The factor that made the greatest difference between the most and least successful teams, **was the ratio of positive comments** (“I agree with that,” for instance, or “That’s a terrific idea”) **to negative comments** (“I don’t agree with you” “We shouldn’t even consider doing that”)

What is a
“good” ratio?

(how much
positive...until
I get to throw
in a
negative?)

The magic ratio could
be considered 6 to 1.

OR HIGHER.

**S.O.N.I.C. =
YOUR SECRET
FORUMULA**

S.O.N.I.C: Guiding Principles for Recognizing Team



SPECIFIC

Don't just say "you were great" "that was wonderful" or "thanks"



OFTEN

If the 6 to 1 ratio is true...



NOT (a big deal)

Don't think about it too much. Make it part of how things are done.



INDIVIDUAL (and TEAM)

Recognition needs to happen at all levels



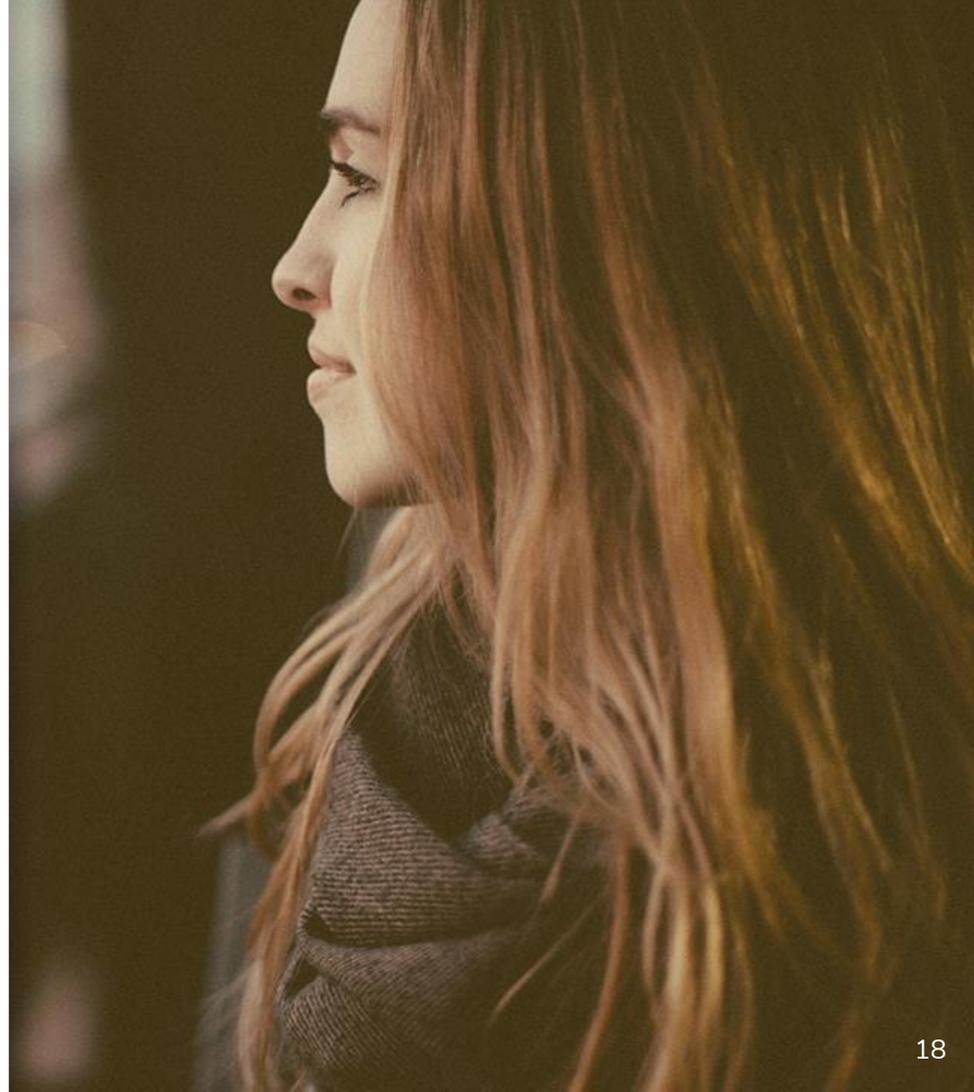
CULTURE

Do you have a culture of « yes AND » or « yes....but »

Last 5 minutes...

Individually, reflect on what you have learned.

- What ONE area of change can you incite STARTING TOMORROW concerning positive recognition?
- Write it down!!! And then go do it.





Thank you very much for your time

If you have any questions/want more concrete advice, tools, resources or support:

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