Recognition & Appreciation in the Workplace

Presented by: Roy Saunderson, M.A., CRP
Chief Learning Officer, Rideau’s Recognition Management Institute
THE EVOLUTION OF RECOGNITION

- Employee Track
- Consumer Track
- Scientific Track
- Industry Track

Rewards and Recognition Industry

Recognition Professionals International
THE PROBLEM WITH EMPLOYEE RECOGNITION

New

Unclear

Learned
BEST PRACTICE STANDARDS OF RECOGNITION

- Recognition Strategy
- Management Responsibility
- Recognition Program
- Measurement
- Recognition Strategy
- Recognition Training
- Communication Plan
- Recognition Events and Celebrations
- Program Change and Flexibility

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THE RIGHT RECOGNITION ORDER OF THINGS

Philosophy

Purpose

Practices

Principles

Programs
SO WE ARE ON THE SAME PAGE TODAY…

**Recognition is:** mostly an intangible expression of acknowledgement of an individual for their positive behaviours, their personal effort or contributions they have made.

**Rewards are:** tangible, monetary or experiential items given to a person in return for reaching pre-set goals, a significant achievement or service performed.
…AND A FEW MORE DEFINITIONS

**Recognition Practices:** are the frequent (often daily or weekly) personal and habitual behaviors people do to express appreciation to others as well as the cultural and customary ways an organization has of showing people that they and their contributions are valued.

**Recognition Programs:** are the regular (typically monthly, quarterly or annually) formal or informal organizational procedures and online administered programs for providing scheduled individual or team acknowledgment, awards, incentives or rewards, for achieving various strategic, behavioral or performance based criteria.
# COMPARING REWARDS WITH RECOGNITION

<table>
<thead>
<tr>
<th>Rewards</th>
<th>Recognition</th>
</tr>
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<tbody>
<tr>
<td>Tangible</td>
<td>Intangible</td>
</tr>
<tr>
<td>Transactional</td>
<td>Relational</td>
</tr>
<tr>
<td>Consumed</td>
<td>Experienced</td>
</tr>
<tr>
<td>Transferable</td>
<td>Nontransferable</td>
</tr>
<tr>
<td>Conditional</td>
<td>Unconditional</td>
</tr>
<tr>
<td>Expected</td>
<td>Surprise</td>
</tr>
<tr>
<td>Economical</td>
<td>Emotional</td>
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Example: Technician Managers, Telecommunications

Impact of Recognition Practices on Engagement
• Range: 40% to 70%; **Average = 60%**

Impact of Recognition Programs on Engagement
• Range: 0% to 35%; **Average = 21%**
“The absence of employee recognition is the second leading cause of workplace burnout and stress.”

DR. JEAN – PIERRE BRUN
Université Laval in Québec City
APPRECIATION EVEN MAKES YOU HEALTHIER...

## Communication in Top Management Teams

<table>
<thead>
<tr>
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<th>TEAM PERFORMANCE</th>
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<tbody>
<tr>
<td></td>
<td>High</td>
</tr>
<tr>
<td><strong>Positive statement Ratio</strong></td>
<td>5.6 to 1</td>
</tr>
<tr>
<td>(supportive, encouraging,</td>
<td></td>
</tr>
<tr>
<td>appreciation versus critical,</td>
<td></td>
</tr>
<tr>
<td>disapproval, contradictory)</td>
<td></td>
</tr>
<tr>
<td><strong>Inquiry/Advocacy Ratio</strong></td>
<td>1.1 to 1</td>
</tr>
<tr>
<td>(questioning versus asserting)</td>
<td></td>
</tr>
<tr>
<td><strong>Other/Self Ratio</strong></td>
<td>0.94 to 1</td>
</tr>
<tr>
<td>(external versus internal focus)</td>
<td></td>
</tr>
<tr>
<td><strong>Connectivity Average</strong></td>
<td>32</td>
</tr>
<tr>
<td>(mutual influence, assistance,</td>
<td></td>
</tr>
<tr>
<td>interaction)</td>
<td></td>
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</table>

HOW TO GET RECOGNITION RIGHT...LISTEN CAREFULLY

Source: Dr Adam Grant, University of Arizona & Dr Francesca Gino, University of North Carolina, J. Personality & Social Psychology, 2010
EXPRESSING GRATITUDE ELEVATES PRO-SOCIAL BEHAVIOR

Source: Dr Adam Grant, University of Arizona & Dr Francesca Gino, University of North Carolina, J. Personality & Social Psychology, 2010

= 66%
THE IMPACT OF RELATIONSHIPS ON RECOGNITION

ASSIMILATION PROCESS

CONTRAST EFFECT

MAKING RECOGNITION MORE PERSONAL

Dr. Paul White

MBA Assessment that helps us understand our Personal Motivators

Tangible Gifts
Words of Affirmation
Quality Time
Acts of Service
Physical Touch

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Can we optimize recognition and rewards through coaching managers on effective recognition giving and better use of their recognition programs?
QUALITATIVE RESULTS: MANAGER SELF-RATINGS

- More effective
- Able to provide more impactful recognition
QUALITATIVE RESULTS: POST OPTIMIZATION

- **90%**
- **Average 45%**
- **15%**

Range
RECOGNITION OPTIMIZATION® UPLIFT EFFECT

Non-Monetary Social Recognition

Performance Based Awards

-2 Months | +4 Months | +7 Months

Non-Monetary Social Recognition:
-2 Months: 1.23
+4 Months: 2.91
+7 Months: 9.71

Performance Based Awards:
-2 Months: 0.09
+4 Months: 0.84
+7 Months: 1.29
Employee productivity increases immediately after intervention and continues to provide a lift 9-months later.
IMPROVING EMPLOYEE ENGAGEMENT

**COACHING**

46 INCREASED (71%)
at the branches where the manager received coaching.

**VS.**

**CONTROL**

ONLY 27 INCREASED (42%)
at the branches in the control conditions. The majority of the items decreased from year 1 to year 2 in the control conditions.
Results of the assessment provide insight and data on 40 content validated behaviours across five domains, for managers to know their strengths and weaknesses:

- Appreciative Listening
- Recognition Talking
- Praiseworthy Actions
- Rewarding Giving
- Acknowledging Intent
Get Recognition Right in Your Workplace

- Short and easy to digest
- SCORM compliant
- Delivered online 24/7
- Full accessibility

Learning Development
Prescriptive learning programs tailored to each Managers’ specific needs

Measured Results
Provides pre- and post-evaluation of your Managers’ core recognition skills
Some consultants are implying the following:

Our findings suggest something a little different:

Recognition → Positive Relationship Strength → Engagement
Performance impacted most when:

Unexpected, unannounced non-material reward of a Thank You card

Better than when Thank You card was announced and expected

Had a positive impact on subsequent performance

Especially when provided exclusively to the best performers

LATEST INSIGHTS ON...RECOGNITION

RECIROCITY

CONFORMITY

MESSAGING

VALIDATION
REWARDS...CRISIS AND OPPORTUNITY

BONUSES  BAILOUTS  BOONDOGGLES
LATEST INSIGHTS ON…REWARDS

• “Rewards narrow our focus” – Daniel Pink

• Contingency of “If – Then” challenge

• “The hidden costs of rewards.” – Edward L. Deci

• Undermining intrinsic motivation toward doing

• Rewards are a double edged sword – they can turn play into work or work into play
LATEST INSIGHTS ON...REWARDS

RECIPIROCITY  RIGHTNESS  DEFINE  CARE
Use of Extrinsic Rewards and Intrinsic Reinforcers

What employees say they want and what they actually work hardest for do not match up.

“I would prefer to receive the cash value of the prize rather than the prize itself.”

- 78 percent said they would rather receive money

The right question should be:

“What would you work hardest for?”

Source: Scott Jeffrey, “Right Answer, Wrong Questions”, SalesForceXP, September/October, 2004
There is perceived difficulty in discussing receipt of cash over a non-monetary award.

Source: Scott Jeffrey, Tangible Incentives: When is Hawaii better than Cash?, University of Waterloo, 2005
<table>
<thead>
<tr>
<th>Performance</th>
<th>30%</th>
<th>36%</th>
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</thead>
<tbody>
<tr>
<td>Store Profits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Drive Through Time</td>
<td>19%</td>
<td>25%</td>
</tr>
<tr>
<td>Employee Turnover</td>
<td>13%</td>
<td>10%</td>
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</table>

Source: Frank Giancola “Was Our Initial Confidence in the Total Rewards Concept Justified?”, WorldatWork Journal 3Q, 2010
“RECOGNITION” VARIATIONS

Recognition Impact

High

Appreciation
Praise
Recognition

Awards
Incentives
Rewards
Compensation

Low

Tangible
Intangible

Form of Recognition
RECOGNITION UPLIFT EFFECT

Recognition Impact

High

Low

Recognition Uplift

Awards

Incentives

Rewards

Compensation

Appreciation

Praise

Recognition

Tangible

Intangible

Form of Recognition
PROFESSIONALS AND HIGH PERFORMERS

Pedestal Effect
- Honoring organizational “leaders”
- Highlight exemplary achievements
- Promote accomplishments externally

Prestige Effect
- Provide positive professional relationships
- Proving through stretch assignments
- Parking spots to business cards
QUESTIONS
GETTING RECOGNITION RIGHT

Visit Rideau’s Recognition Management Institute at:
www.Rideau.com

Telephone: 877-336-9601

Email: RoySaunderson@Rideau.com


Twitter: @RoySaunderson