



**RECOGNITION
MANAGEMENT
INSTITUTE**

A RIDEAU DIVISION

Building Relationships. Inspiring Greatness.

Recognition & Appreciation in the Workplace

Presented by: Roy Saunderson, M.A., CRP

Chief Learning Officer, Rideau's Recognition Management Institute

REAL
RECOGNITION

THE EVOLUTION OF RECOGNITION



Employee Track

Consumer Track

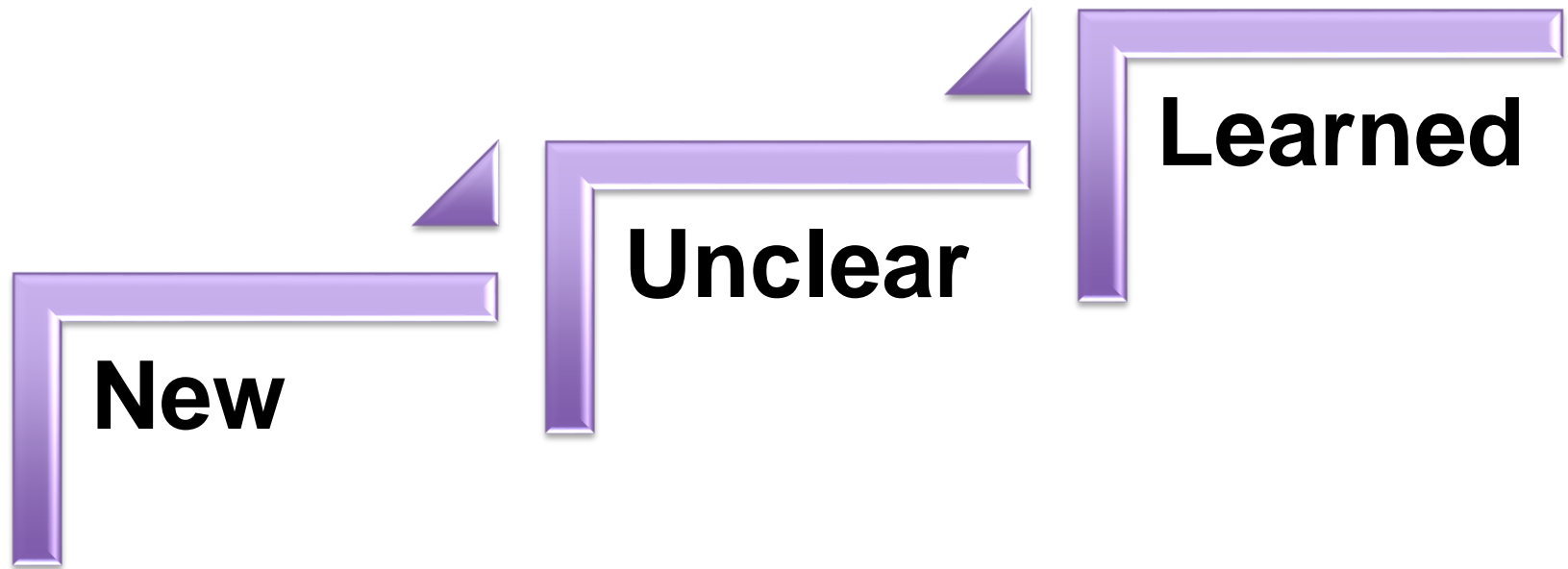
Scientific Track

Industry Track

**Rewards
and
Recognition
Industry**



THE PROBLEM WITH EMPLOYEE RECOGNITION



BEST PRACTICE STANDARDS OF RECOGNITION

Recognition
Professionals
International
7 Best Practice
Standards



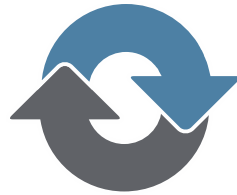
Recognition
Strategy



Management
Responsibility



Recognition
Program
Measurement



Program
Change and
Flexibility



Communication
Plan



Recognition
Events and
Celebrations



Recognition
Training

THE RIGHT RECOGNITION ORDER OF THINGS



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

REWARDS

Tangible
Transactional
Consumed
Transferable
Conditional
Expected
Economical

Recognition

Intangible
Relational
Experienced
Nontransferable
Unconditional
Surprise
Emotional

RECOGNITION PRACTICES TRUMP PROGRAMS

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%**

3:1

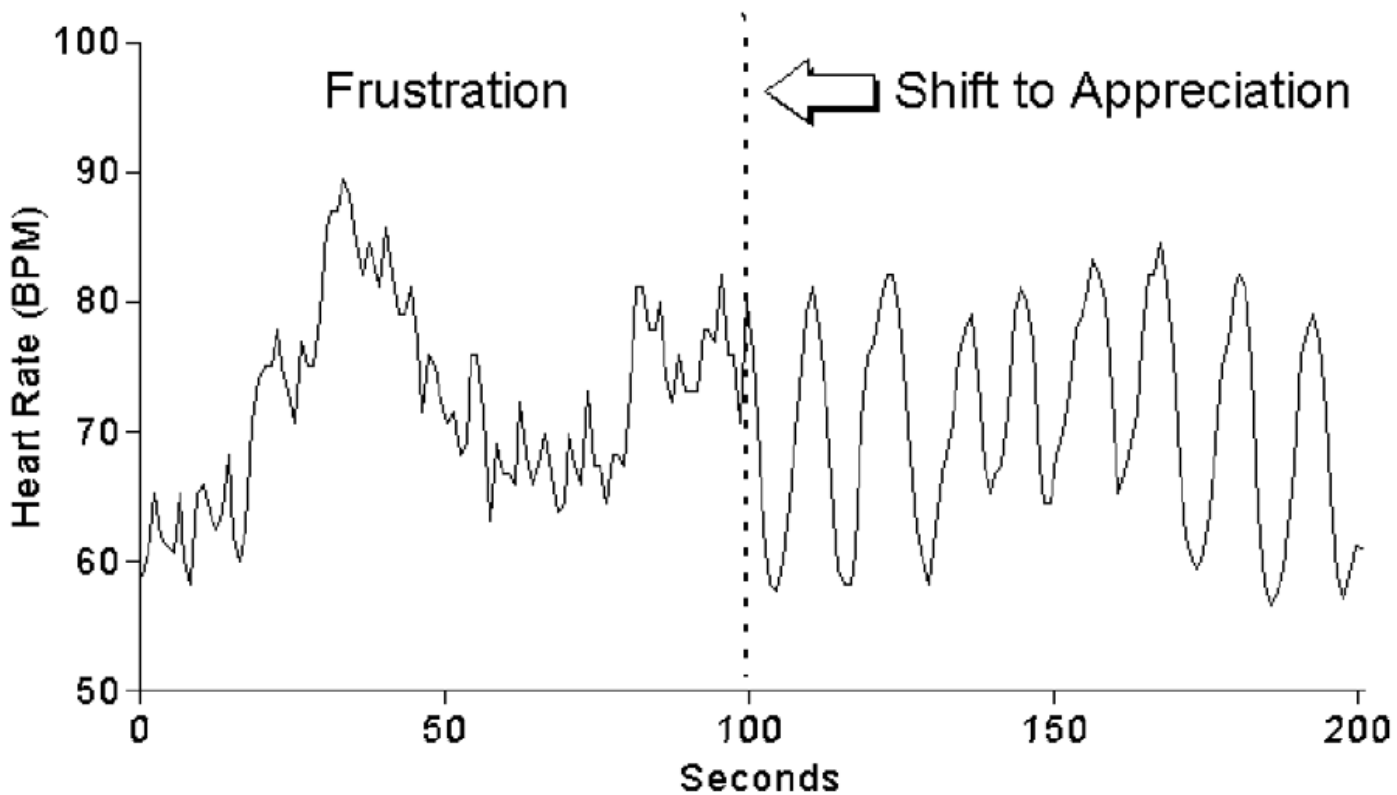
REAL RECOGNITION®...GREATER WELLBEING

“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...

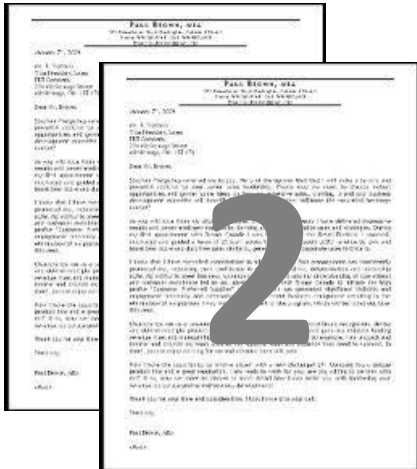


Source: McCraty, R. & Childre, D. (2004). The grateful heart. In R.A. Emmons & M.E. McCullough (Eds.,) *The Psychology of Gratitude*

HOW POSITIVE ARE YOU WITH YOUR WORDS?

Communication in Top Management Teams			
	TEAM PERFORMANCE		
	High	Medium	Low
Positive statement Ratio	5.6 to 1	1.8 to 1	0.36 to 1
(supportive, encouraging, appreciation versus critical, disapproval, contradictory)			
Inquiry/Advocacy Ratio	1.1 to 1	0.67 to 1	0.05 to 1
(questioning versus asserting)			
Other/Self Ratio	0.94 to 1	0.62 to 1	0.03 to 1
(external versus internal focus)			
Connectivity Average	32	22	18
(mutual influence, assistance, interaction)			
<i>Source: Losada, M., & Heaphy, E.D. (2004). Positivity and connectivity. American Behavioral Scientist, 47(6): 740-765</i>			

HOW TO GET RECOGNITION RIGHT...LISTEN CAREFULLY

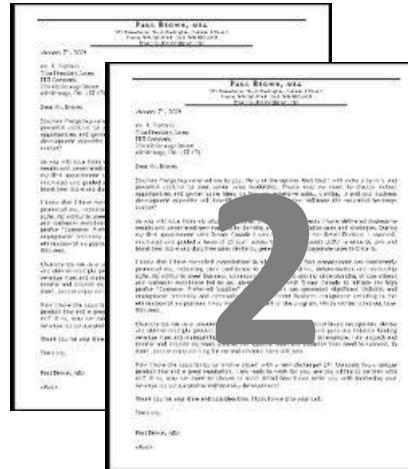
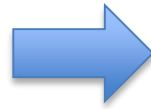
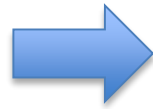


= 32%

Neutral

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

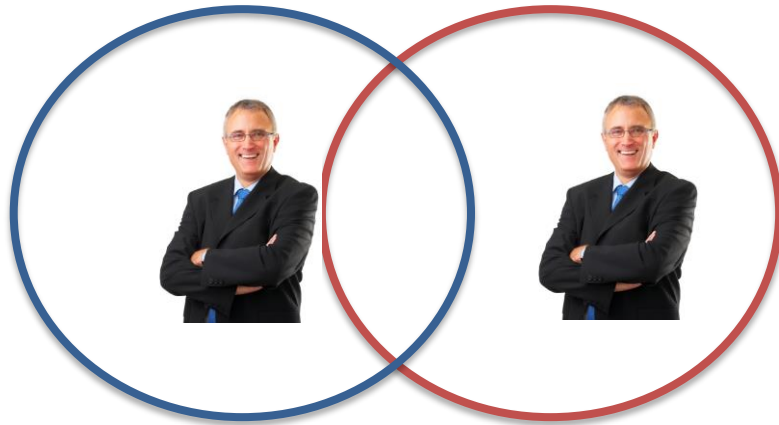


= 66%

Grateful

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

THE IMPACT OF RELATIONSHIPS ON RECOGNITION



ASSIMILATION PROCESS



CONTRAST EFFECT

Source: Marjolein Feys et al. Responses to Co-Workers Receiving Recognition at Work - J Managerial Psych
Vol 28 Issue 5 (2013)

MAKING RECOGNITION MORE PERSONAL



Dr. Paul White

MBA Assessment
that helps us
understand our
Personal Motivators



MOTIVATING BY APPRECIATION™



Tangible
Gifts



Words of
Affirmation



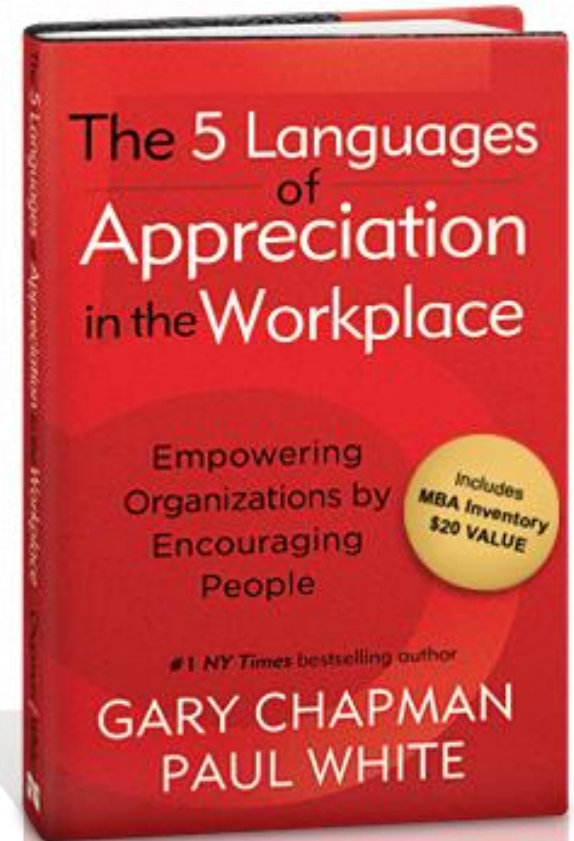
Quality
Time



Acts of
Service



Physical
Touch



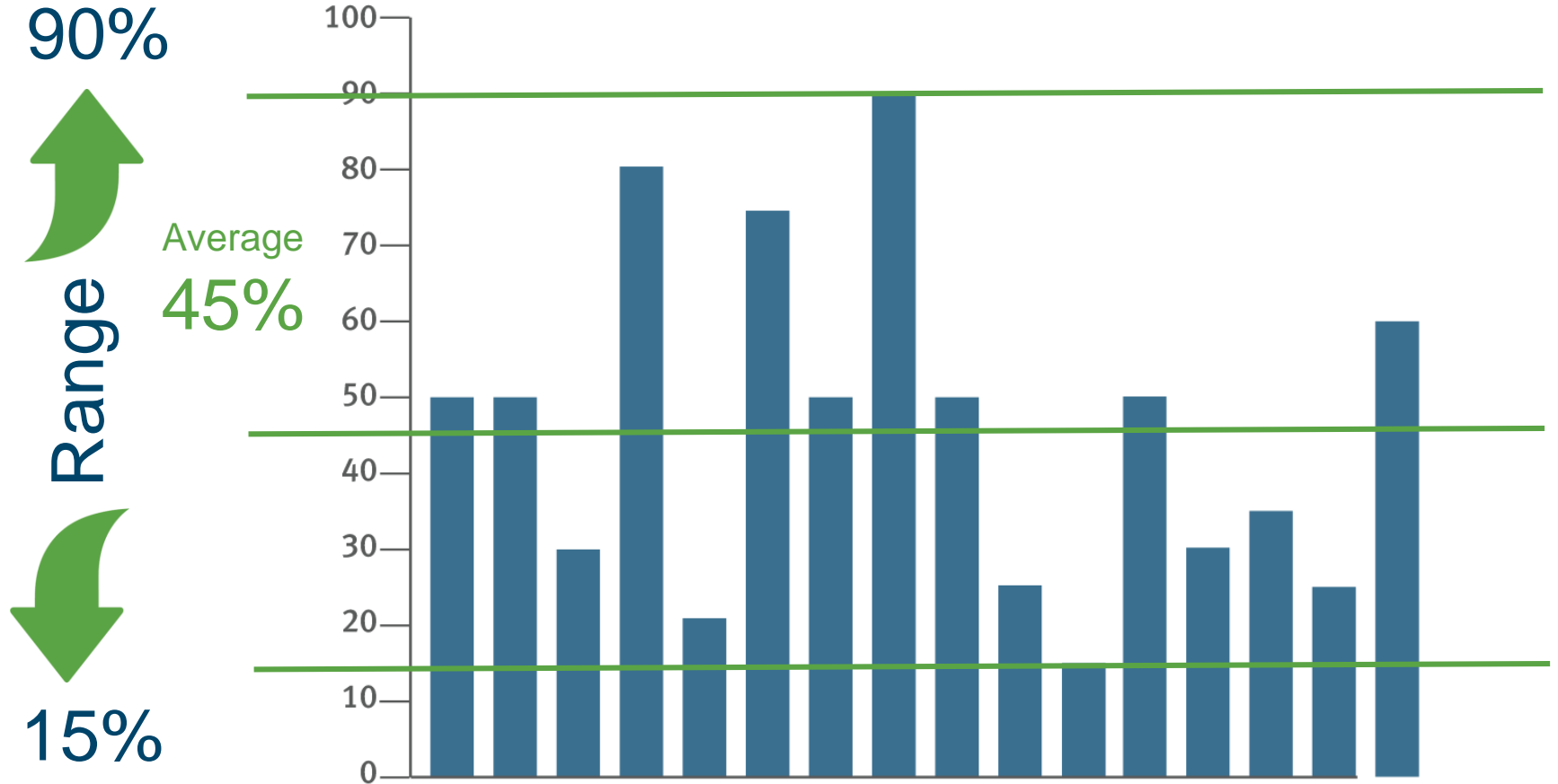
Can we optimize recognition and rewards through coaching managers on effective recognition giving and better use of their recognition programs?



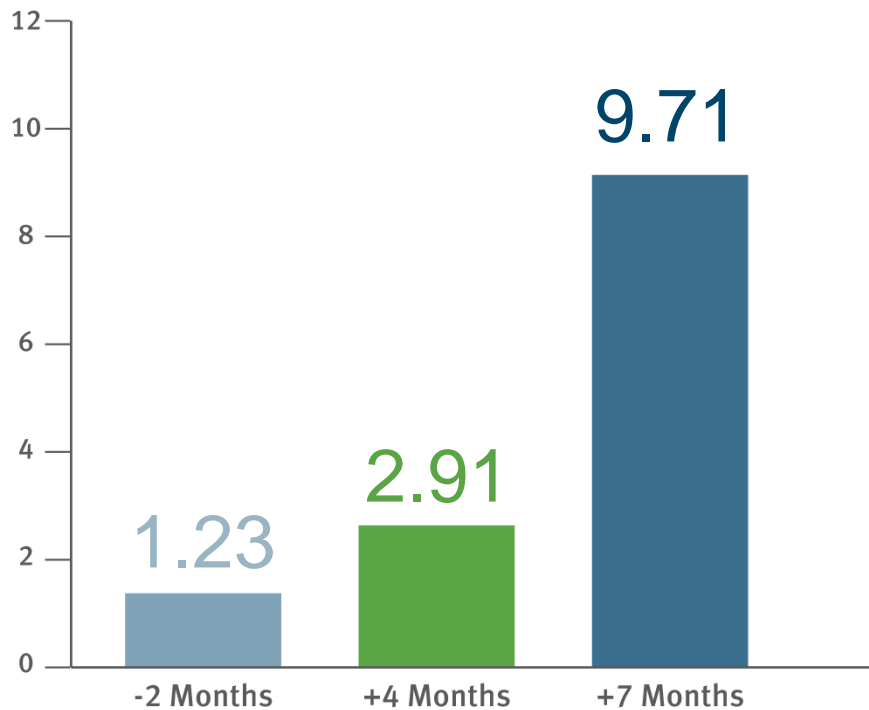
QUALITATIVE RESULTS: MANAGER SELF-RATINGS



QUALITATIVE RESULTS: POST OPTIMIZATION



RECOGNITION OPTIMIZATION® UPLIFT EFFECT



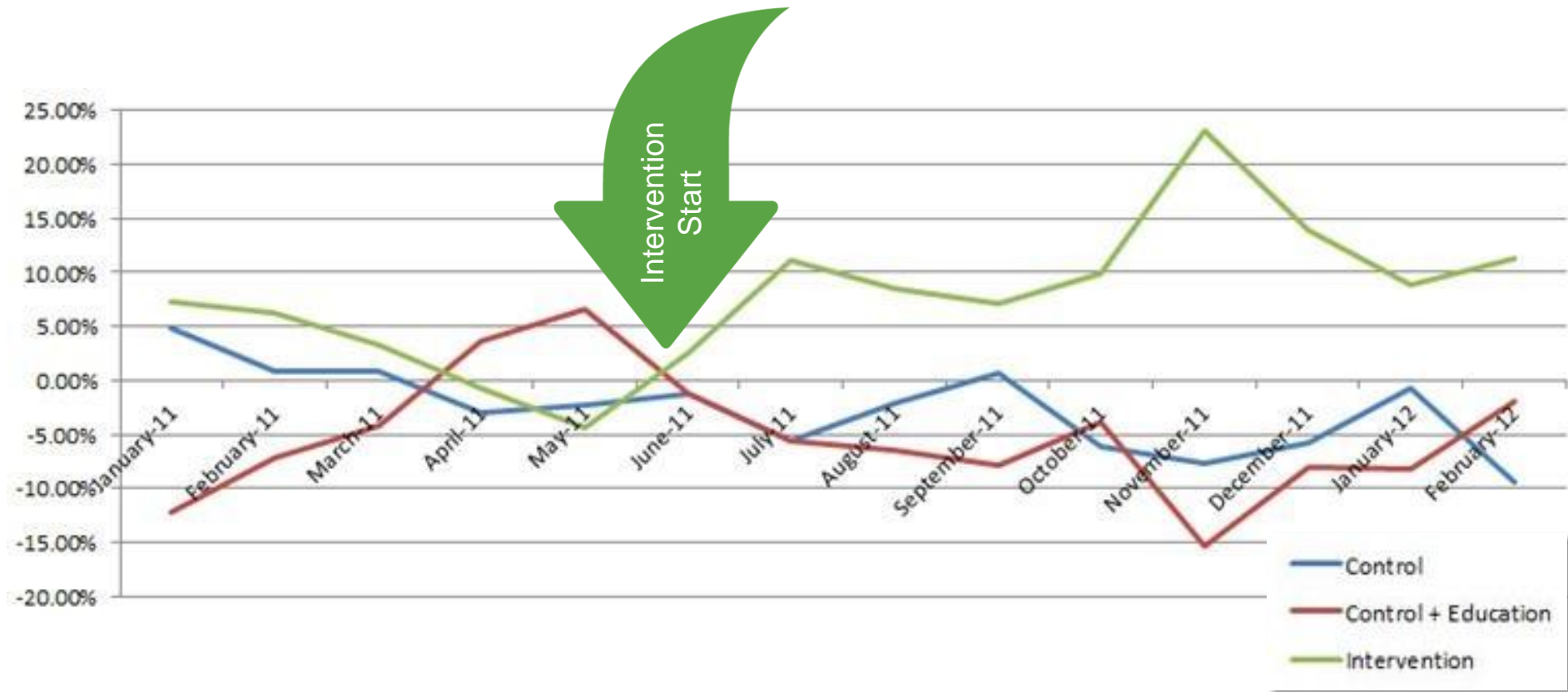
Non-Monetary Social Recognition



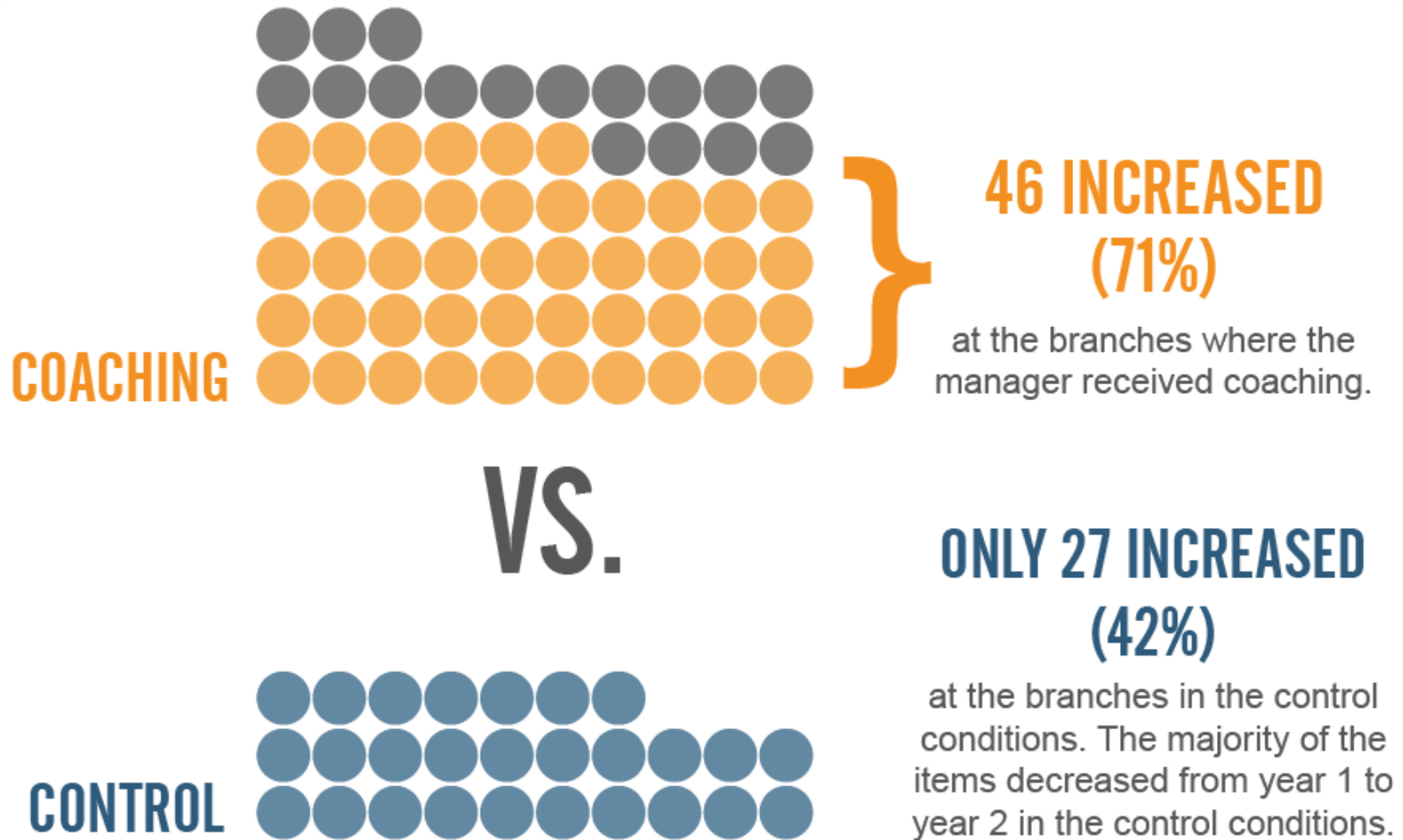
Performance Based Awards

RECOGNITION OPTIMIZATION® DELIVERS RESULTS

Employee productivity increases immediately after intervention and continues to provide a lift 9-months later



IMPROVING EMPLOYEE ENGAGEMENT



RECOGNITION SKILLS ASSESSMENT®

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*

VISTANCE LEARNING® : E-LEARNING

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

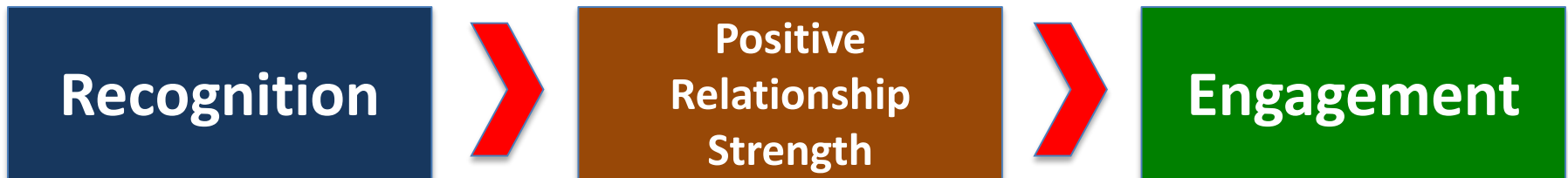


RECOGNITION DOES NOT IMPROVE ENGAGEMENT

Some consultants are implying the following:



Our findings suggest something a little different:



LATEST INSIGHTS ON...RECOGNITION



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

Source: Christiane Bradler et al. Employee Recognition and Performance - A Field Experiment - Disc Paper No 13-017 ZEW (2013)

LATEST INSIGHTS ON...RECOGNITION

RECIPROCITY



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

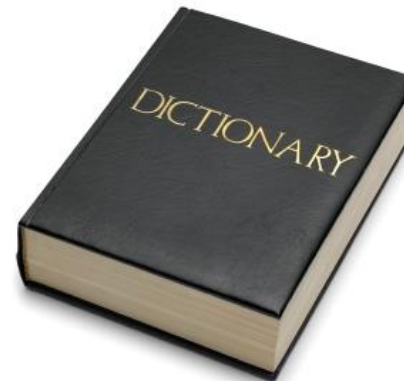
RECIPROCITY



RIGHTNESS



DEFINE

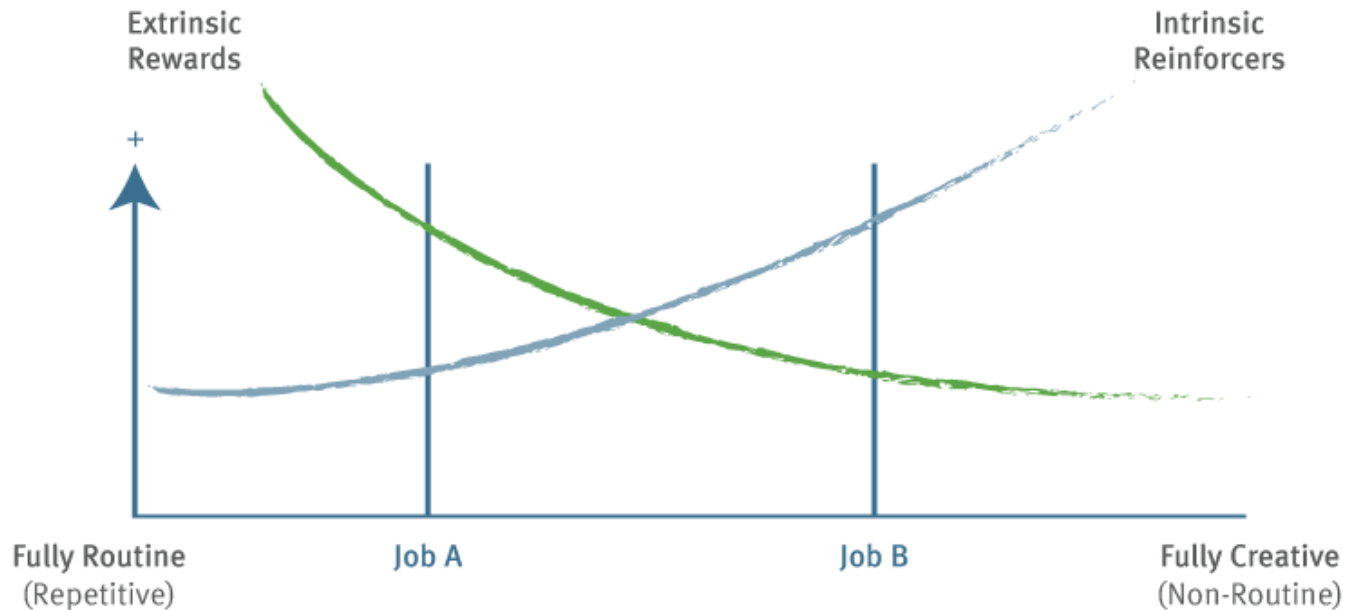


CARE



INCENTIVE RESEARCH FOUNDATION

Use of Extrinsic Rewards and Intrinsic Reinforcers



Source: Incentive Research Foundation, "Motivating Today's Workforce: The Future of Incentive Program Design" 2011

FINANCIAL REWARD VERSUS TANGIBLE REWARD

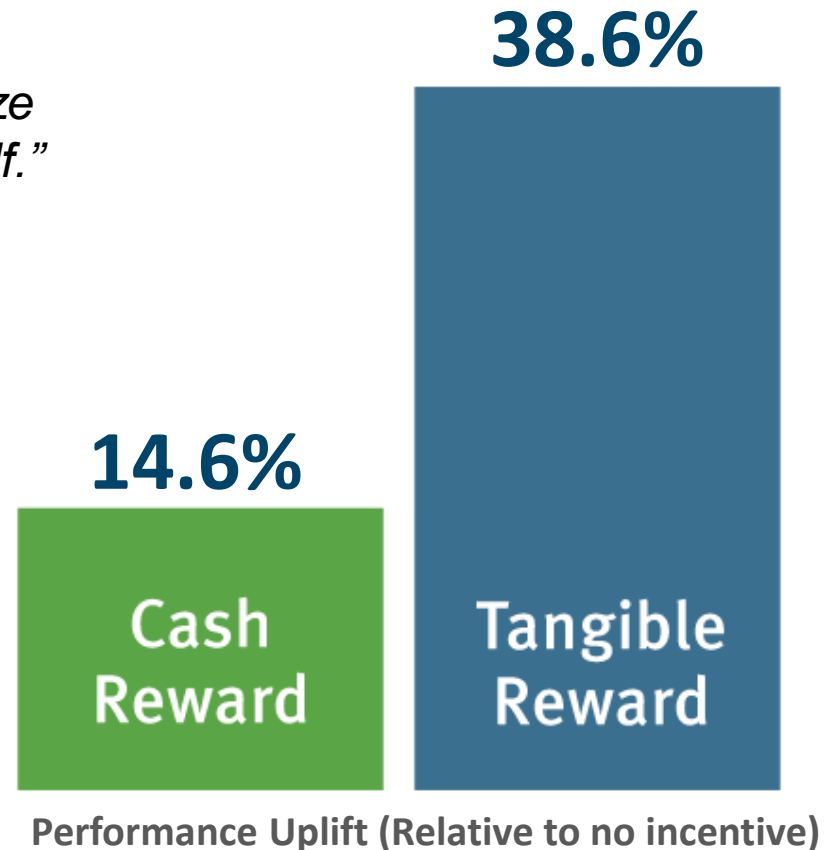
What employees say they want and what they actually work hardest for do not match up.

“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:

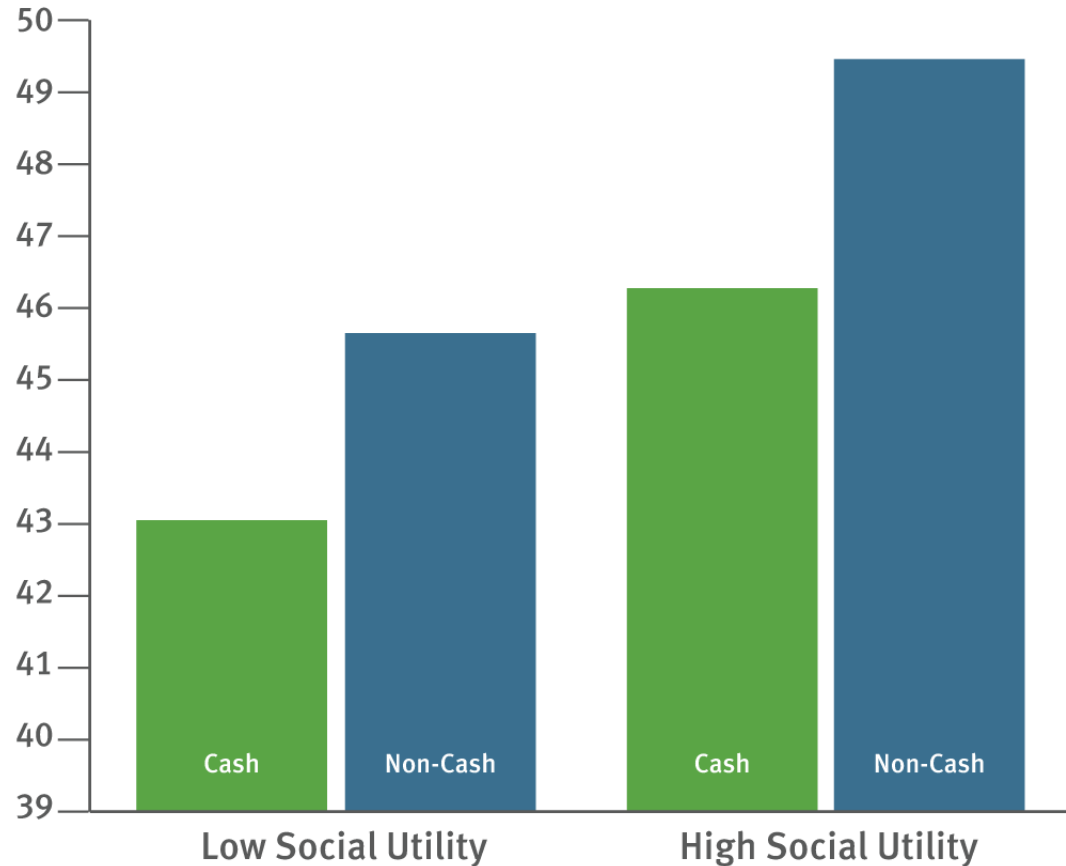
“What would you work hardest for?”



Source: Scott Jeffrey, “Right Answer, Wrong Questions”, SalesforceXP, September/October, 2004

EFFECT OF REWARDS ON OTHER PEOPLE

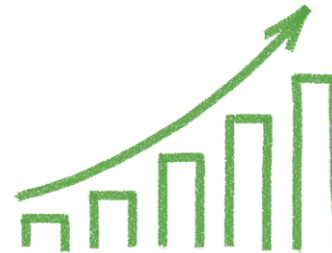
There is perceived difficulty in discussing receipt of cash over a non-monetary award.






Source: Scott Jeffrey, Tangible Incentives: When is Hawaii better than Cash?, University of Waterloo, 2005

FINANCIAL INCENTIVES VERSUS RECOGNITION

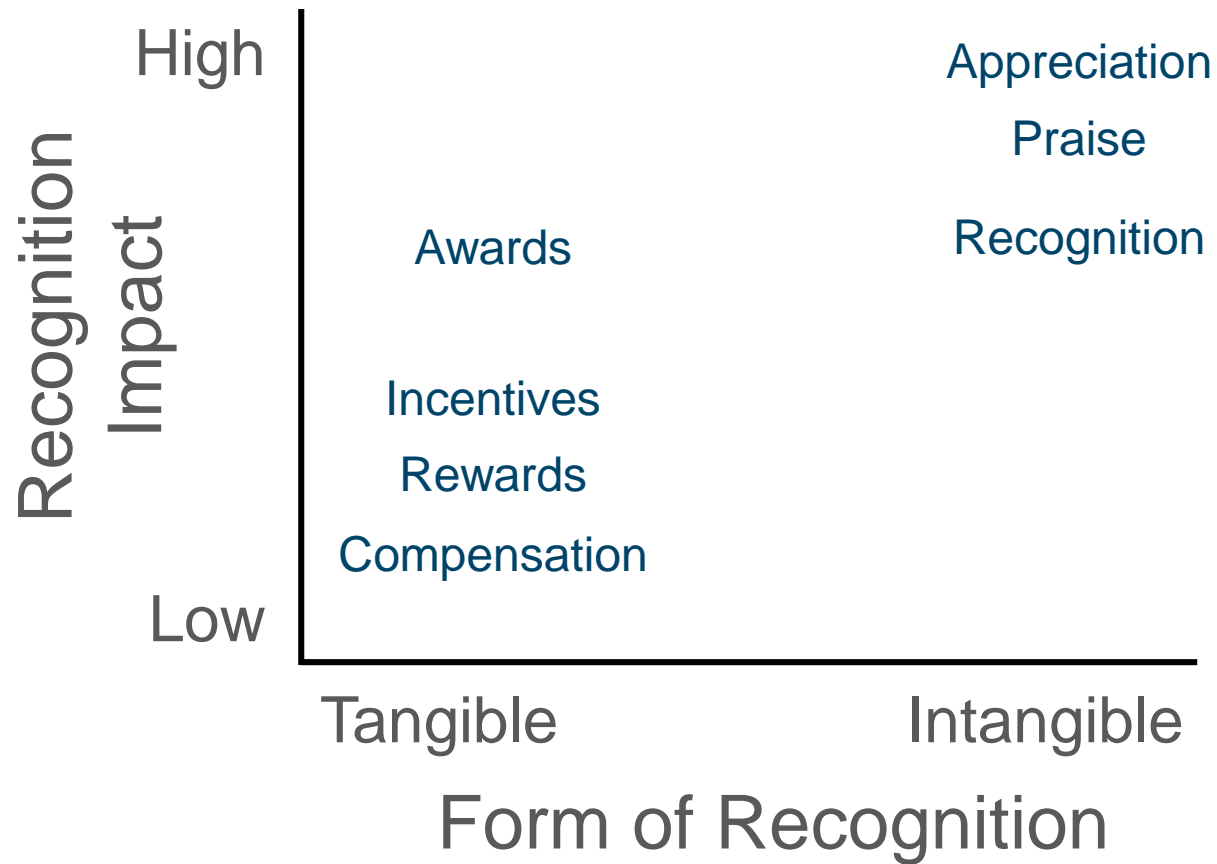
Performance



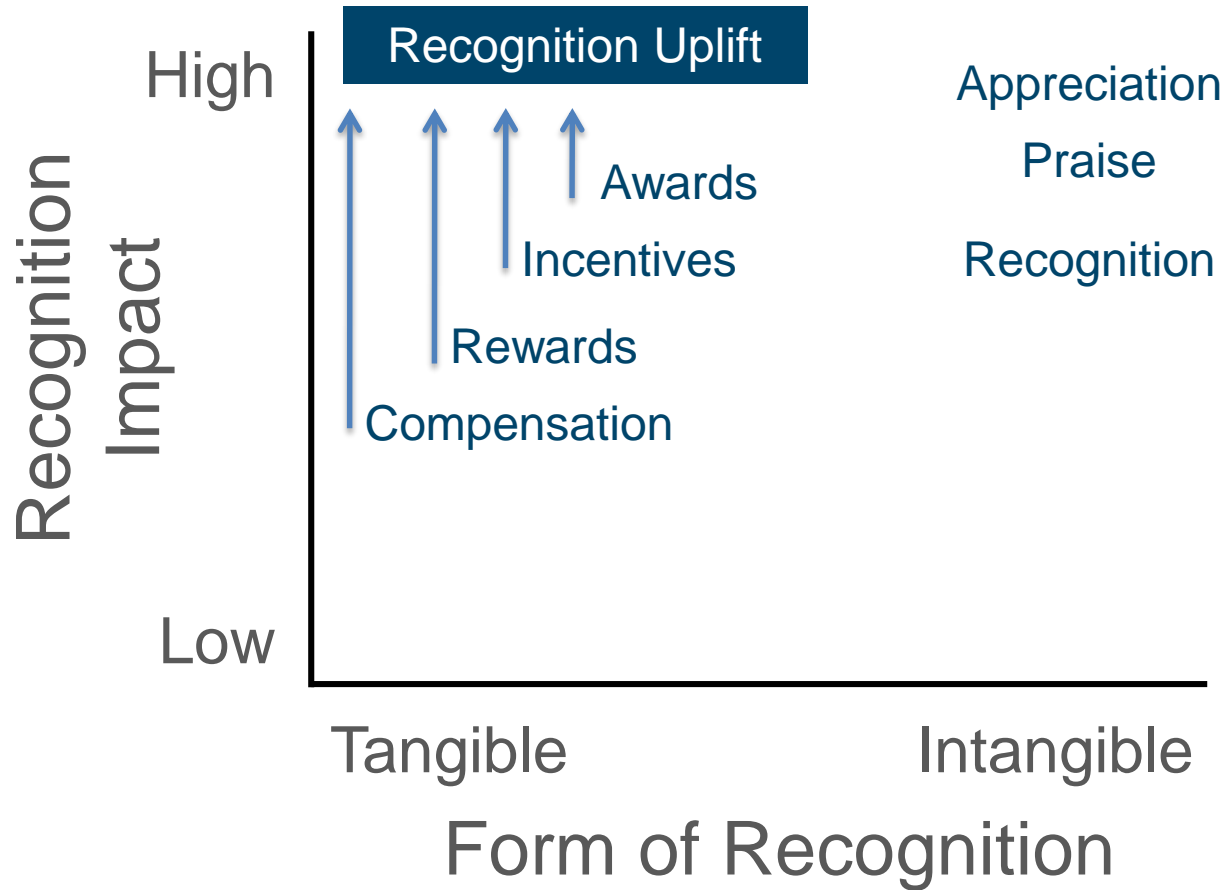
Store Profits	30%	36% 
Drive Through Time	19%	25% 
Employee Turnover	13%	10% 

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

“RECOGNITION” VARIATIONS



RECOGNITION UPLIFT EFFECT



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:

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<https://rideau.com/recognition-management-institute>

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