



The Power and Importance of Recognition Workshop

June 2012

Instructions

>> *Timing*

- 1:15 – 1:20 Instructor intro and housekeeping
- 1:20 - 1:35 Activity: Participant intros/icebreaker and debrief
- 1:35 – 1:45 Introduction
- 1:45 – 2:05 Activity: Ranking recognition activities
- 2:05 – 2:20 Knowing your team
- 2:20 – 2:35 Activity: A right way to recognize
- 2:35 – 2:45 Break
- 2:45 – 3:00 Effective recognition
- 3:00 – 3:15 Prep and action planning (activity)
- 3:15 – 3:25 Habit change
- 3:25 – 3:30 Wrap up

Recognition Workshop Pre-Work

Think of the best recognition experience you've had – when someone did or said something that made you feel valued and appreciated. It could be an experience at work or something from your personal life.

What
was it?

Why
was it
effective?

What
impact
did it
have on
you going
forward?

Recognition is the screwdriver in the manager's toolkit: **easy to use, effective** and **it never wears out**. But it needs to be the **right size and shape**.

Introductions

Pair up and get ready to introduce your partner. You will have five minutes to prepare with a half-way warning.

Name and role

Why they are here

**Something about them
the group would find
interesting**

Recognition

>> *Today's Workshop*

The focus today is on recognition that is simple, cost-effective and within your control. It's about you as a manager or teammate, not about programs or plaques or budgets.

We'll cover:

- What recognition is and why it's worth doing
- Recognition that works
- Removing barriers and finding opportunities
- Action planning

We'll have:

- A 10-minute break at 2:35
- Hands-on activities and a lot of opportunity for discussion

Ask questions or contribute comments at any time.

Why recognition?

For managers:

- Recognition works – it supports engagement, motivation, alignment and effectiveness
- It's a positive and effective form of feedback
- It's totally in your control – no need for budget, no constraints

For the employee:

- Recognition is a part of Total Rewards – the value proposition
 - What makes you happier in the many hours you are at work – a lower deductible on your dental plan or an environment where you feel appreciated for what you contribute?
- We're human – we need feedback to know we are on the right track
- Work isn't always intrinsically motivating on its own

For HR:

- Recognition improves and motivates performance
- Good recognition reinforces the values, competencies, behaviors and results the organization needs, on a daily basis

And...

You will get value out of the recognition you give – not just as a manager but as an employee and as a human being in your own right.

- Much of recognition is about having a certain mindset – an awareness and appreciation of others (Emotional Intelligence)
- Once you are in the habit, you'll find that it brings a certain positivity to your day and goes beyond the workplace
- It will help you step back and think about what has been accomplished, get out of the day-to-day
- It will bring you more rewarding interactions with your teammates and colleagues at work – which may just add to your own engagement

rec•og•ni•tion (rĕkə'g-nĭsh'ən)

n. 1. the act of **seeing** or identifying. 2. the perception of something as existing or true. 3. the **acknowledgment** of something as valid or entitled to **consideration.**

Activity

>> *What are the most and least effective?*

- Invitation to give a presentation to the Board of Directors
- Request to attend a technical conference out of town
- Charitable donation to employee's charity of choice
- PTO Day
- Public thank you at organization's annual meeting
- \$50 gift card
- Handwritten personal note
- Cheerful "thank you" email
- Certificate of appreciation created in Microsoft Word
- Preferred parking spot for a month
- Request to work on yet another a high-stakes, high-profile, difficult project
- Sending flowers to the spouse as thanks for support when the employee was required to work long hours
- Lunch with CEO

A Place to Start

>> *How well do you see your team members?*

- A senior manager stops by during your team meeting.
- Could you introduce each individual?
 - Name
 - Length of time with organization
 - Role on the team
 - Special strengths
 - Current project and why it's important
- And how about:
 - An interesting comment about a previous idea they had, piece of work they did, personal area of interest?



Think of the **best job**
you've ever had.
What made it so good?

The Motivation Connection

>> *Know your team*

Two Types of Motivation

1

Extrinsic

From the outside (incentives, punishment, etc.)

2

Intrinsic

From the inside (desire to achieve, contribute, etc.)

What motivates people intrinsically depends on their own needs and experiences.

The Motivation Connection

>> *Know your team*

- Each of us has different levels of each of these motivators
- The best recognition acknowledges and supports the right intrinsic motivators
- It can be built into the work and workplace or provided by peers or managers
- Also consider individual personalities, circumstances and interests
 - **Work Motivators:** hidden motivators based on personal values that drive work behaviors and help to explain why someone does their work
 - **Work Behaviors:** the typical ways one goes about their work or how one tends to behave in a variety of situations
 - **Ideal Work:** – the characteristics of the work itself that give someone energy and fulfillment or what someone likes about their work
 - **Life Priorities:** personal value themes that provide a guidepost or filter for making important decisions in all areas of one's life

You may not know for every individual what their motivators are, but you can avoid assuming all are the same - or the same as yours!

Activity

>> *A right way to recognize*

Part 1: Finding out about the person

- Spend 10 more minutes with the person you introduced earlier (I'll tell you at the half way point – 5 minutes each)
- Ask them about their pre-work – the best recognition experience they've had
 - What was it?
 - What made it work given their personality and the situation?
 - What was the impact on them?
- Be curious, interested, appreciative

Part 2: Applying what you've learned

- Now, imagine they are on your team and they have just delivered a major project or that they have stood out as providing exceptional service
- Think of how you might recognize them (simple is fine!)
- Test it with them – tell them your idea and find out how they would respond if their manager recognized them that way
- You will have about 5 minutes

Getting to know your team

- Assessment tools exist to identify intrinsic motivators
- You can also take a less structured approach – take the time to ask questions
 - Have a discussion with each team member similar to the last activity
 - Your day-to-day interactions are also a place to start - make “how’s it going?” a real question
 - Create opportunities in existing meetings, status reports, etc. for people to share their challenges or interesting experiences
 - Most people appreciate an opportunity to talk about what they are up to at work and outside work
- Annual or quarterly reviews give you the opportunity to ask “heavier” questions such as
 - What do you love about your job?
 - As your manager, what could I do to make your job more satisfying?
 - How would you like to be recognized?
- Make sure you manage expectations – listen, be frank about what is within your control, and refocus discussion on those things
- Be ready for some difficult conversations – not everything you surface will be positive, but in the balance it will be worth hearing

The Missing Piece: You



Recognition is as much about you, and how the recipient perceives you, as it is about them.

- If the recipient respects you and values your opinion, then your odds of having the intended effect are higher
- As a leader, your sincerity, respectfulness, integrity and courage will build trust – and trust means that employees will know you are praising them genuinely and that what they have done is worthy of praise

Setting the Stage

>> *"Thank You"s are FREE*

Recognition Doesn't Have To Be An Event

You can create work environments that make people feel recognized on an on-going basis

- Being respected and showing others respect
- Trusting people to succeed and providing opportunities for challenge and growth
- Sharing a clear purpose and creating a clear sense of contribution to the purpose
- Providing tools, resources, and information
- Supporting people and backing them up
- Displaying genuine interest, valuing both the individual and their contribution

Challenges

- Recognition is personal – it singles people out. That can raise concerns about fairness.
 - The key is to be consistent – treat everybody differently...in the same way – provide equivalent recognition for equivalent performance
 - That means knowing what equivalent recognition is from person to person
 - Manage expectations up front by making criteria clear, and demonstrate that the person or team has met them
 - The more valued or visible the reward the riskier – rigor becomes important
 - If you focus on free and frequent recognition you will minimize those risks
- Other challenges to watch out for include:
 - Over-recognizing without meaning/ worthiness
 - Favoring or having blind-spots
 - Disrupting a team dynamic



Effective PRAISE



Effective PRAISE

Personal

Know the individual and tailor the message to them.

Relevant

Recognize worthwhile things and link recognition to goals and values.

Articulate

Keep it clear and concise.

In Time

Don't wait – recognize as close to the event or behavior as you can.

Specific

Explain exactly what was well done and why you are recognizing it.

Engaging

Be sincere, build rapport, and use the opportunity you are creating to build commitment and motivation.

Giving Praise



"Great job on that report"
"Thanks for staying late"
"Seems like you made an impression on the boss!"
"Let's see... you did some good stuff this past year"

Where do these fall short?

"I just saw a demo of the new system and I was really impressed – not just with your work but with the way you helped support the customer, which really goes to the commitment we made as a team to customer service."

"I think the time you took on XXXX was really worthwhile. I really appreciate your hard work and long hours. What did you find was the trickiest part technically?"

What do these do right?

How else could we improve them?

The little things...

Sometimes the little things make a difference:

- Put it in writing – email is fine, but a personal note can stand out
- Share praise – make sure your manager (and your manager’s manager) knows what your team is up to and how great they are – it will get back to them
- Share praise the other way too – if you hear good things about someone, make sure they know it
- Ask questions – make it a two-way conversation

What about “trinkets”?

What about bonuses and incentives?

- Bonuses and incentives can provide you with an opportunity to recognize – make sure that if are providing them you take the opportunity to send messages
- But they are not really recognition, in themselves – if the program/plan is established up front, then they are perceived as earned
- Bonuses and incentives don't lend themselves very well to creating a culture of recognition
 - Budgets, affordability and fairness will always be issues
 - Timing is often controlled

What will you do **today**,
within the **next week**,
within the next month?

Ideas!

- Ask an employee to train or orient someone, and explain why
- Introduce a new hire person by person, showcasing each valuable member of your team by name and mentioning a great thing to ask them about
- Entrust someone with a special project or presentation
- Ask someone to share their expertise in a presentation to the group
- Ask questions, be interested
- Express confidence in someone facing a challenge
- Set a special short term goal and post results
- Take someone for coffee and either ask about their project, or ask them everything but work
- Say good morning and call people by name every day
- Hand-deliver a pay stub and tell the person exactly how they contribute to the goals
- Have an all-hands values and goals meeting and ask people to talk about where their projects fit in
- Visit the person you know the least
- Praise your most troubled employee for improvements
- Go in person for a status update discussion instead of email
- Ask a technical expert to recommend a subscription that goes to them first, then gets circulated
- Stand up for the team, show your pride in front of others
- Take a praise break during a team meeting
- Gather the team for a stand-up to recognize a special achievement
- Practice eye contact, take notes, show you are listening – follow up
- Ask internal customers to share their praise in writing so you can share it with the team – post it visibly
- Take an employee with you to an important meeting
- Give credit away when it is given to you
- Ask your boss and your boss's boss and the CEO to write a note for you
- Ask for a valued opinion
- Write a note by hand
- Ask for a demo

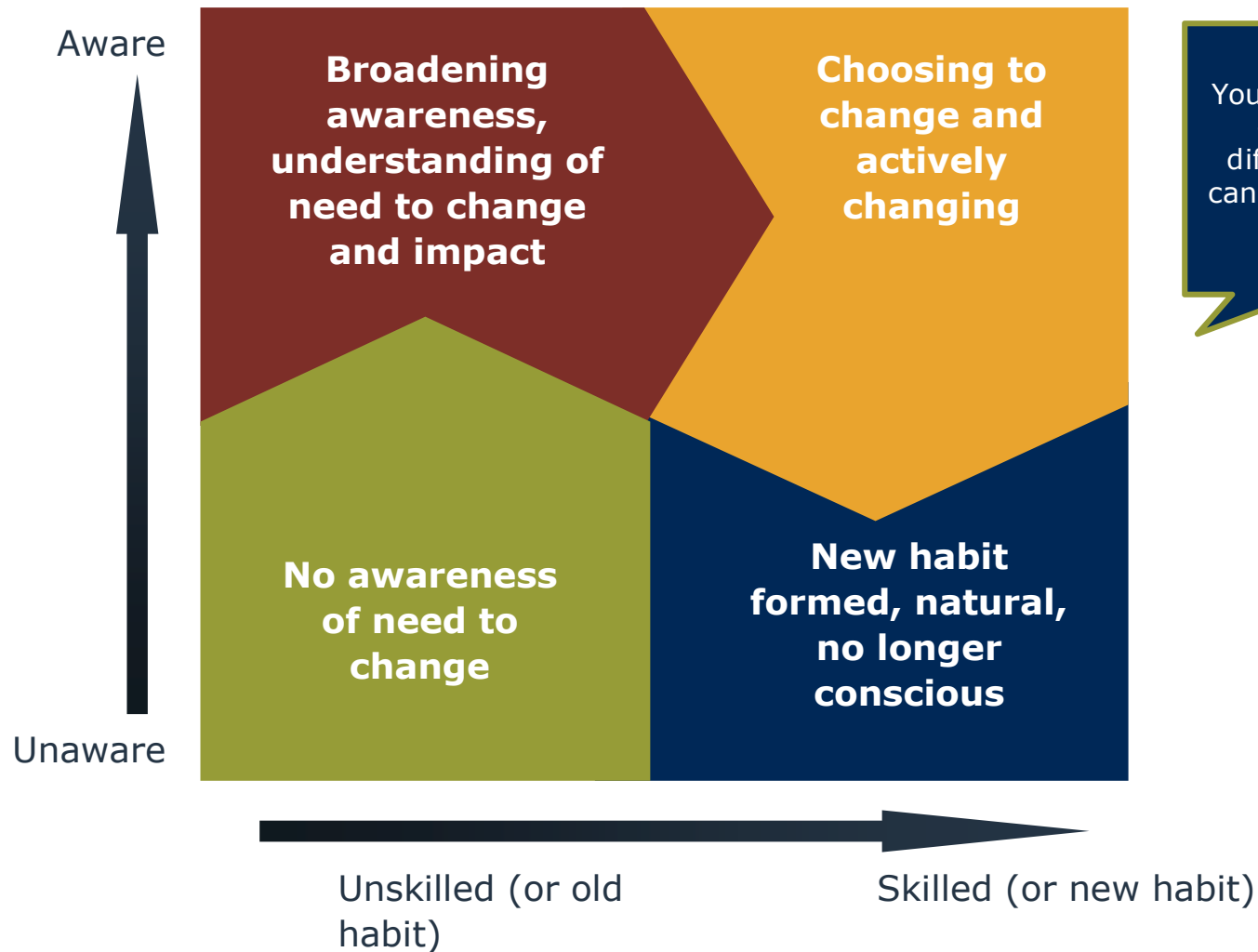
Personal Action Plan

Take 10 minutes to fill in the Personal Action Plan template.

1. Keep it simple
2. Make it something you can commit to
3. Include not just actual recognition “moments” but also things you will do to get to know the team better, build the right work environment, etc.
4. Hold yourself accountable

Attending a
workshop is easy.
**Changing a habit
is hard.**

A Primer on Habit Change



A Primer on Habit Change

What works?

- Start today – make it part of your routine before it gets stale
- Start by getting to know the people, show interest
- Keep it simple to start – don't make something too big that gets bogged down – then evaluate and adjust
- Make it part of your other activities, not an activity unto itself
 - How could you add recognition to a project update meeting? Delegating a task?
- Create a culture
 - Encourage others around and on your team to recognize – invite it
 - Communicate criteria to your team – goals, values, etc.
 - Share what is already there – circulate praise

A Primer on Habit Change

Habit changing strategies:

- Visual reminder – keep it moving to keep it registering
- Book time – make it a priority
- Peer coaching, mutual accountability
- Create extrinsic motivation/ accountability
 - Annual objectives
 - Peer check-in/ success sharing
 - Commitment to the team
- Track activity in a log, checklist, calendar or journal
- Build it into your to-do list – weave it into the fabric of your day-to-day work

Your Takeaway Toolkit

- Personal action plan
 - Make a commitment to yourself
 - Revisit it regularly to update it and to hold yourself accountable

- Recognition reminder
 - Put it up somewhere
 - You can also stick a little version of it in a couple of places

- Recognition tracker
 - Keep track of what recognition you are doing to see where your gaps are
 - You don't need to recognize everybody every week, but do be aware of how often you do it, who you might be favoring or missing, etc.
 - Keep it to yourself -- this is about habit change and holding yourself accountable – but could be misunderstood as “checking the box” and appear less sincere



Thank you!

Questions?

Toolkit

Personal Action Plan - Recognition

How I will build recognition into on-going activities
 Examples: When I am putting together my notes of topics I need to cover at the weekly team meeting I'll take a moment to think about any person or group I can give some recognition to

How I will remind myself to make recognition a priority
 Examples: I will put recognition at the top of my to-do list every week; I will put one of the slides from this presentation up above my phone to remind me

What I will I do this week
 Examples: I will make sure I take XXXX out for a coffee to talk about how XXXX is going; I will mention to my manager that the XXXX team delivered ahead of schedule and ask her to stop by and talk to them

What I will I do this month
 Examples: When we go live with project XXXX I will have a project review meeting from the team to talk about what we've learned and also to recognize contributions and celebrate success; I will make a list of the people on my team and make sure I have spent a few minutes talking to each one about their challenges and interests

Signature	Date

Effective PRAISE



Recognition Tracker

Name	Week 1		Week 2		Week 3	
Recognition	Why	What	Why	What	Why	What
Example: May Y.	Did a fantastic job of the utilization review report.	Circulated it to the team and suggested that it could be used as a template by others.			I notice that she has a way of getting the group to think about a problem differently	Took a moment to stop by her cubicle and tell her how valuable that was at this week's meeting