

Q04 In the last seven days, I have received recognition or praise for doing good work.

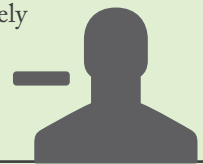
HELP ME SEE MY VALUE

This element of engagement may represent one of the greatest lost opportunities for managers. Your employees rely on praise and recognition to better understand your expectations and values. Praise and recognition are tools you can use to communicate what is important and help an employee see his or her value.

Gallup's research shows that managers who do not use the power of positive feedback hamper their own managerial effectiveness and diminish the power of their employees and teams.

Sixty-five percent of Americans received no recognition in the workplace last year.

Employees who are not adequately recognized at work are three times more likely to say they'll quit in the next year.



Individuals who receive recognition and praise increase their individual productivity, boost engagement among their colleagues, are more likely to stay with their organization, and receive higher loyalty and satisfaction scores from customers.

Globally, four in 10 employees strongly agree that they have received recognition for doing good work in the last seven days.

At any given company, it's not uncommon to find between one-fifth and one-third of people saying, "My best efforts are routinely ignored."

Great managers know that they can never give too much recognition if it is honest and deserved.

The most effective managers always look for opportunities to recognize and praise individuals. This creates a workplace where individuals know the value of their work and the emotional reward that comes with it.

As a manager, you should routinely ask yourself:

- ✓ Do I regularly praise my employees for their efforts?
- ✓ Have I created an environment in which my employees are encouraged to recognize one another for doing good work?
- ✓ Do I know how each employee likes to receive recognition? Given this knowledge, do I then individualize my approach to providing that recognition?
- ✓ How often do I celebrate my team's success? Do I make it a priority?

Three Attributes of Effective Recognition



AUTHENTIC

Recognition that feels genuine, real and heartfelt



MEANINGFUL

Praise that highlights the value of the work and the person doing it



MOTIVATING

Recognition that taps into what matters most to the individual

HELPING YOUR EMPLOYEES SEE THEIR VALUE

The best managers consistently offer recognition. They build an environment in which employees are empowered and encouraged to give and receive recognition and praise. This positive feedback helps every team member see the value in his or her work. In short, outstanding performance is a result of authentic, meaningful and motivating recognition that is individualized, deserved, specific and timely.

ENGAGING CONVERSATIONS

Managers who fail to deliberately use the power of positive feedback are not only handicapping their own managerial effectiveness, but they are also diminishing the power of their employees and teams. The challenge is that what is meaningful recognition to one person may not be as valuable to the next. Asking your employees the following questions can help you identify what motivates them:

- How do you like to receive recognition?
- What is the best recognition you have ever received? What is the best recognition you have received in the past six months?
- What type of recognition do you prefer? What are you most comfortable with?
- From whom would you like to receive recognition?
- Think of three colleagues who help you most in your job. How have you thanked them or recognized them for their help?
- Who are your biggest cheerleaders at work? Who helps you believe in your success?
- As a team, how can we build a culture that encourages and values recognition and praise?

BEST PRACTICES

The most effective managers promote a recognition-rich environment with praise coming from every direction and with everyone knowing how others like to receive recognition. They do this by incorporating the following behaviors into their management style and approach:

- Praise individuals for doing good work.
- Recognize employees for achieving their goals.
- When you praise your employees, emphasize why the recognized act was important.
- Recognize team members' individual talents and strengths.
- Recognize outstanding customer service when you see people in other teams or departments performing it.
- Introduce a unique way to facilitate and encourage individualized recognition.
- Learn how each team member likes to receive praise, and tailor an approach to meet each individual's recognition needs.
- Encourage your employees to recognize one another and their partners on different teams or in different departments.
- Identify how each of your team members likes to receive recognition.
- Make recognition an agenda item at regularly scheduled meetings.
- Be an advocate for your employees by promoting their areas of competence and expertise.