

Recognizing and Rewarding Your Employees

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HUMAN RESOURCES

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What We Will Cover Today

- Define recognition and the benefits of recognizing others.
- Identify common recognition barriers and how to overcome them.
- Learn about different types of recognition and how to implement them.
- Understand the recognition resources available at Texas A&M for managers and employees.

Recognition and Sports



Definitions

Recognition is an after-the-fact display of appreciation or acknowledgement of an individual's or team's desired behavior, effort, or business result that supports the organization's goals and values.

A related concept is **Employee Engagement** which is a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work.

Source: <http://www.recognition.org/displaycommon.cfm?an=1&subarticlenbr=164>
http://www.allthingsworkplace.com/2007/03/what_does_emplo.html

Why is Recognition Important?

- Recognition can be used as a tool to :
 - create a positive work environment for employees,
 - increase job performance,
 - engage employees, and
 - improve morale.
- A recent Gallup survey of over 2,000 workers has found that 80% of employees said that praise and recognition motivates them to do a better job. 69% of workers surveyed say that non-monetary forms of recognition provide the best motivation.

Source: http://www.motive8.com.au/incentive_statistics

Research Findings on Recognition and Engagement

- 2008 “Trends in Recognition” survey sent to:
 - 4,617 **WorldatWork** members in the United States
 - 554 responses (12%); margin of error is +/-3%
- Highlights of results:
 - 70% of respondents reported using both formal and informal recognition programs.
 - 71% of respondents feel their recognition programs are effective.
 - Respondents reported using recognition programs to create a positive work environment (77%), motivate high performance (71%), and create a culture of recognition (69%).

Source: “Trends in Recognition Survey Report.” *WorldatWork Journal*. April 2008: 6-15. Print.

Common Recognition Barriers

1. I'm afraid of jealousy or favoritism, if I recognize some and not others.
2. I don't have time to recognize.
3. Why should I recognize them? Aren't they just doing their jobs?
4. They only want cash as a reward.
5. Professionals don't need recognition. If I need to recognize my employees, then I hired the wrong people.
6. Recognizing employees doesn't come naturally to me. I don't want it to seem insincere or forced.

Source: Gostick, Adrian, and Chester Elton. *The Carrot Principle*. New York: Free Press, 2009. Print.

Overcoming Common Recognition Barriers

1. Barrier: I'm afraid of jealousy or favoritism, if I recognize some and not others.

Solution: Align recognition with department's values and objectives to avoid favoritism and jealousy.

2. Barrier: I don't have time to recognize.

Solution: Make time for recognition. Make sure it is a performance expectation for all supervisors in your department. A pat on the back, verbal praise, or a handwritten note require no more than a few minutes of your time.

Overcoming Common Recognition Barriers (cont.)



3. Barrier: Why should I recognize them? Aren't they just doing their jobs?

Solution: Recognizing employees regularly for doing their jobs well is a sign to them that what they do is important. It doesn't have to be about top achievements only.

4. Barrier: They only want cash as a reward.

Solution: Research has shown that money is not the #1 factor that retains or motivates employees. Employees need verbal praise, feedback, open communication and engagement.

Overcoming Common Recognition Barriers (cont.)



5. Barrier: Professionals don't need recognition. If I need to recognize my employees, then I hired the wrong people.

Solution: If you fail to recognize an employee's accomplishments, they will seek greener pastures. Recognition is for everyone.

Overcoming Common Recognition Barriers (cont.)

6. Barrier: Recognizing employees doesn't come naturally to me. I don't want it to seem insincere or forced.

Solution: Identify an approach to try. Learn about how to do it effectively and try it! The more you do something and get results, the more comfortable it becomes.

In your experience...

What are some other barriers to recognition you have encountered?

What is a specific action you can take to overcome the barrier?

Different Employees Need Different Approaches



The most important point to remember about factors that motivate, engage and reward your employees is this.....

Every employee is unique and it takes an investment of time to learn what factors motivate your employees and make them feel appreciated and recognized.

Different Employees Need Different Recognition

Steps to Identifying Recognition Preferences:

1. Begin the conversation and ask.
2. Listen, observe and pay attention.
 - Engage in conversation with your employees
 - Public or private acknowledgement
 - Introverted or extroverted employee
 - Job achievements or job performance
 - Type of rewards
 - Personal preferences

Types of Employee Recognition

1. Informal recognition
2. Formal recognition
3. Celebration events



Informal Recognition

- Recognition of individuals or teams for progress toward milestones, job performance, achieving goals or projects completed
- Recognition that is frequent, immediate, informal and specific
- Does not include general praise which has no impact on the employee
- Low-cost recognition but meaningful and personal

Informal Recognition (cont.)

- Less structured than formal recognition and reaches a larger percentage of the employee population.
- May include mini celebrations, verbal praise, handwritten thank you notes, gifts of thanks, team lunches, certificates and cards, low cost mementos, etc.

Sources: Gostick, Adrian, and Chester Elton. *The Carrot Principle*. New York: Free Press, 2009. Print.
<http://www.recognition.org/displaycommon.cfm?an=1&subarticlenbr=164>

Informal Recognition (cont.)

- Deliver praise in the following ways:
 - Spontaneously
 - Specifically
 - Purposefully
 - Privately
 - Publicly
 - In writing

Source: Beverly Kaye and Sharon Jordan-Evans; Love 'Em or Lose 'Em. Getting Good People to Stay.

Informal Recognition (cont.)

- Ten Sentences that Will Help You Retain Your Best Employees:
 - You really made a difference by...
 - I'm impressed with...
 - You got my attention with...
 - You're doing top quality work on...
 - You're right on the mark with...
 - One of the things I enjoy most about working with you is...
 - You can be proud of yourself for...
 - We couldn't have done it without your...
 - What an effective way to...
 - You've made my day because of...

Source: Beverly Kaye and Sharon Jordan-Evans; Love 'Em or Lose 'Em. Getting Good People to Stay.

Formal Recognition

- Recognition of individuals or teams in a formal setting that has value, impact and is personal.
- Structured award programs with defined processes and criteria linked to organizational values and goals, a nomination and selection process, and an awards ceremony where employees receive public recognition and are presented with awards in a formal setting.
- Usually an annual program and only a small percentage of employees are recognized.

Celebration Events

- Business, holiday and personal events
 - Seek employee input and approval for holiday and personal events
 - Be mindful of employees' diverse beliefs and values when planning themed events
- Business events include launching a new program, celebrating a program anniversary, etc.
- Holiday events may include Halloween, Valentine's, Independence Day, etc.
- Personal events include birthdays, educational achievements, weddings, baby showers, etc.

Celebration Events

- Years of Service recognition
 - Find out your employees' service anniversaries
 - Suggest that service anniversaries be recognized at department events
 - For milestone service anniversaries, make the recognition meaningful

What Resources are Available for Recognition?



- Human Resources Website: Rewards and Recognition webpage
 - Employee Recognition Resources
 - Certificate and card templates
 - Recognition ideas, award presentation tips, etc
 - Award Programs
 - Years of Service Award, President's Meritorious Service Awards, etc
 - Flexible Compensation
 - Monetary and Non-monetary Compensation

Final Thoughts

1. Recognition is important and is a driving force of employee engagement and open communication.
2. Learn to recognize and overcome your own personal barriers to employee recognition.
3. Listen, observe and ask your employees about recognition.
 - What do they want to be recognized for?
 - How do they prefer to be recognized?
 - What are a few of their favorite things?
4. Remember that one size does not fit all. Different employees will require different recognition practices and approaches.

Final Thoughts (cont.)

5. Use more than one type of recognition. Know that it can be as simple as a heartfelt and well-written note, or as big as a formalized employee award nomination packet.
6. Set the example for your department. You can create a recognition culture from within by your example.
7. Use the resources available to you. Visit the Rewards and Recognition resources on the HR website.
8. Bottom line: Give your employees attention and consideration and you will earn their commitment

References and Resources

- Gostick, Adrian, and Chester Elton. *The Carrot Principle*. New York: Free Press, 2009. Print.
- “Trends in Recognition Survey Report.” *WorldatWork Journal* April 2008: 3-15. Print.
- http://www.allthingsworkplace.com/2007/03/what_does_emplo.html
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Questions?

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