



*Appreciation and Recognition: High Impact, Low-Cost Engagement*

Bob Kelleher



***“Recognition is a gift”***

Rosebeth Moss Kanter  
– Harvard University

**The #1 best-in-class strategy  
for improving employee  
engagement is:**

**A philosophy, strategy & system  
for effective employee recognition**

Source: The Aberdeen Group



**“The two things people want  
more than sex and money:  
recognition and praise.”**



**Mary Kay Ash  
Founder  
Mary Kay, Inc.**

# Needed More Now Than Ever

- Health concerns finally appear to be lessening
- Working from home continues with many
- Inflation concerns are real in the US
- Supply chain issues disrupting quality of life
- Global unrest with Ukraine - Russia
- The Great Resignation is upon us, fueled by 'covid fatigue' while some employees are questioning their career, job, life, etc.
- HR, Leaders, and Employees are feeling 'meh'....



# Agenda

1. HR Needs Hugs



2. Leaders Need Love Too



3. Let's not forget our Employees



1.

# Human Resources



# HR - Your Organization's First Respondents

# The Good, the Bad and the Ugly



## The Good

- Expanded Role
- Increased Respect
- Seat at Table
- 'Hybrid' Workweek
- Leaders Gained Empathy
- DEI became a strategic focus
- Labor market footprint just got larger

## The Bad

- Exhausted
- Maintaining culture
- High Turnover
- Crazy salary demands
- Stuck in Neutral
- Did I mention exhausted?

## The Ugly

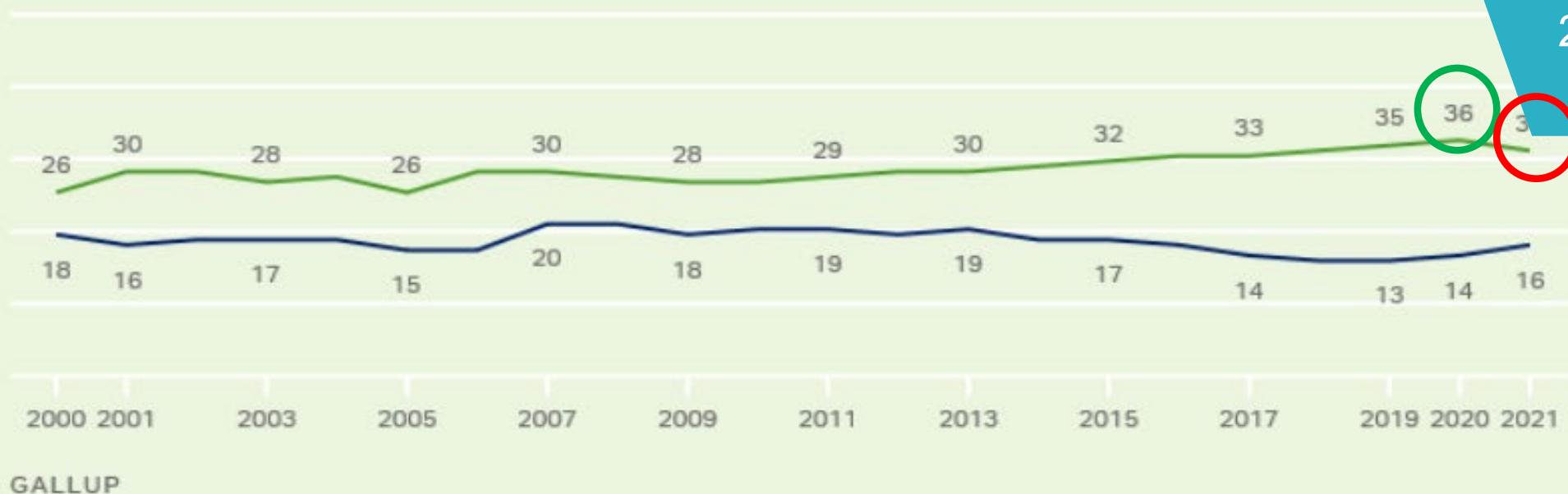
- No end in sight
- Who can we 'bitch' to?
- The Next 2 slides

*According to a recent survey conducted by LinkedIn, 74% of those surveyed indicated that the time spent at home during the pandemic, had caused them to rethink their current work situation.*

# State of the Workforce

## U.S. Employee Engagement Trend, Annual Averages

— % Engaged — % Actively disengaged



First Decline in EE since 2005

Gallup's State of the US Workplace Report, January 7<sup>th</sup>, 2022  
US Engagement Drops First Time in a Decade

2.

## LEADERSHIP

Lead  
change

Empower  
people

Inspire  
people

Shared  
vision

# State of the Leadership Engagement

Manager Engagement  
Dropped 7%\*

A Manager Impacts the Variance  
in Engagement by 70%\*\*

Oh, and you want me to  
LEAD and ENGAGE others?

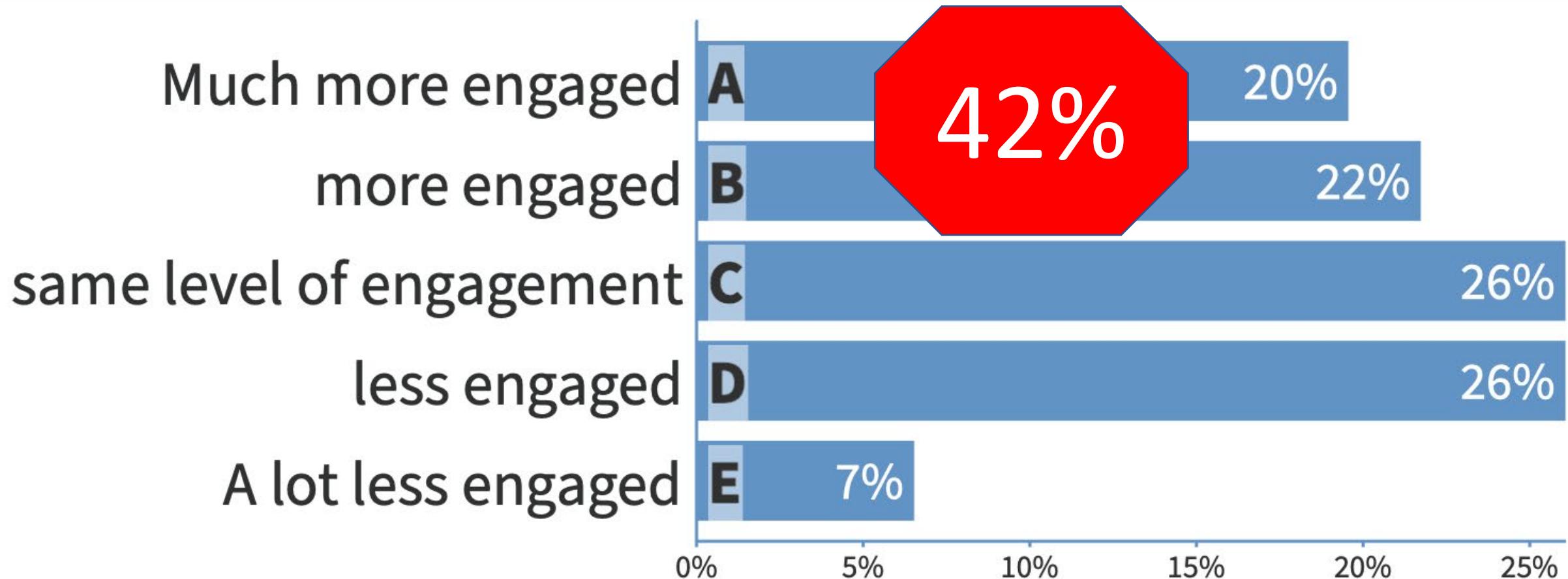
\*Gallup's State of the US Workplace Report, January 7<sup>th</sup>, 2022

*US Engagement Drops First Time in a Decade*

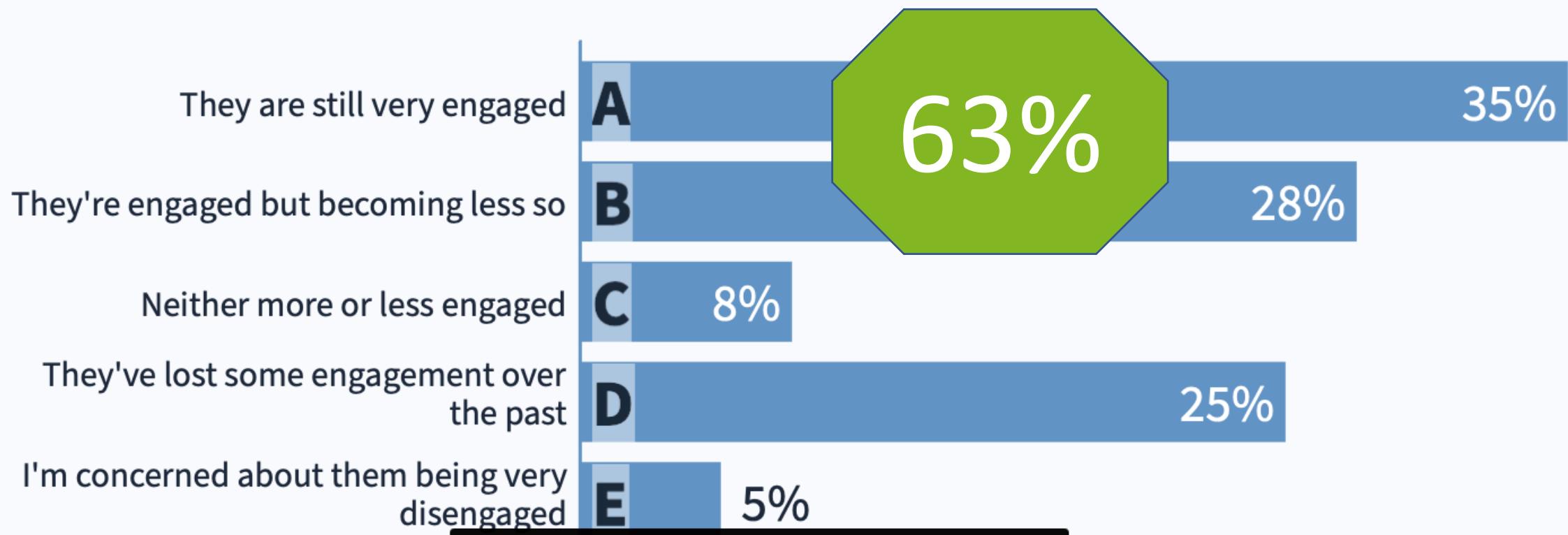
\*\*Gallup's Workplace Report, December 2021 How to Win the 'Great Resignation'



## Compared to one year ago, I am



# How would you best describe your employees in your team / department



# What is the one word that describes you today?

#proud2b1ce

overwhelmed  
anxious multi-tasked  
effective  
overloaded burtout  
stressed  
drained  
exhausted reactive  
contributing fortunate tired  
learning frustrating unfocused  
open  
content  
burnt  
overworked  
fatigued

Working  
conditions

Company  
policies

Status

3.  
Employees

Supervision

Job  
security

Relationships

Part-time



# Their Current State



- Maybe overextended
- Feeling the pressure of the employee
- For some, it's been a mix of work from home and work at home
- Challenges with the kids
- Overwhelmed



JIM DAVIS/GLOBE STAFF

Sarah Harmon led about 20 moms in a cathartic primal scream last week on the Charlestown High football field.



]

## *The mother of all screams*

The pandemic, the kids . . . sometimes it's too much. And you have to let it out.

Boston Globe, January 20, 2022

# Recognize and Appreciate

# What's behind RECOGNITION?

## We're all driven to ACHIEVE



# Your Motivational Drivers

## Achievement

- Wants the satisfaction of accomplishments
- Wants to exercise their talents to attain success

## Autonomy

- Needs freedom and independence
- Likes to work and take responsibility for own projects

## Safety/Security

- Craves security, a steady income, health insurance, other fringe benefits

## Equity

- Wants to be treated fairly
- Will become discouraged if he/she perceives inequities

## Affiliation

- Needs connection with others
- Enjoys people; social aspect of the workplace rewarding

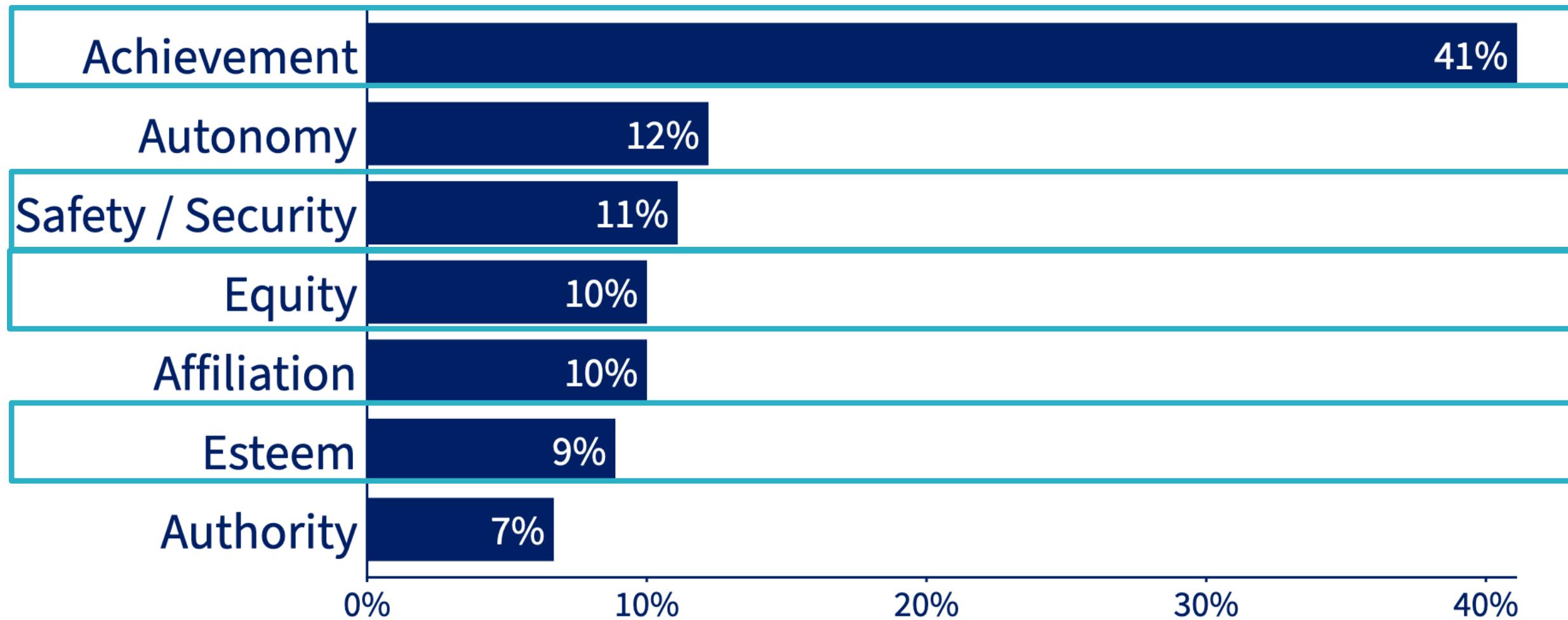
## Esteem

- Needs recognition and praise
- Seeks acknowledgment of accomplishments

## Authority

- Gets satisfaction from influencing others
- Likes to lead, and are motivated by positions of leadership.

## What are your top 2 motivational drivers?



# The 7 Intrinsic Motivational Drivers

## Free Tool

### Seven Motivators



#### What is it that makes you tick?

Every person has unique factors that drive them to power and prestige, while others are inherently good or bad, but they do not motivate - rather than disengage - employees.

The first step to understanding the 7 intrinsic motivators is to place them on the spectrum of a few of the different drivers that are important to employees.

**Directions:** Ask your direct reports to think about what motivates them. Using the numbers 1 through 7, indicate which motivator relates best to them. Using the number 1 being what motivates them the most.

### Seven Motivators

Motivation		Description
Achievement	<input type="checkbox"/>	Employees with the satisfaction of projects success to exercise their success. They are self-motivated if the job is challenging enough.
Affiliation	<input type="checkbox"/>	This need is satisfied through affiliation with others. These employees enjoy people and the social aspect of rewarding.
Authority	<input type="checkbox"/>	These employees from influencing even controlling to lead and persuade, are motivated by power and leadership.
Autonomy	<input type="checkbox"/>	These employees want freedom and independence. They like to work and take responsibility for their own tasks/projects.
Esteem	<input type="checkbox"/>	These employees need sincere recognition and praise. They dislike generalities - praise specific accomplishments. This does not necessarily mean <i>public</i> praise.
Security	<input type="checkbox"/>	Employees with this motivation crave job security, a steady income, health insurance, other fringe benefits, and a hazard-free work environment.
Equity	<input type="checkbox"/>	These employees want to be treated fairly. They probably compare work hours, job duties, salary, and privileges to those of other employees. They will become discouraged if they perceive inequities.

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Achievement	<input type="checkbox"/>	Employees with this need want the satisfaction of accomplishing projects successfully. They want to exercise their talents to attain success. They are self-motivated if the job is challenging enough.
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#### Exercise-Seven Key Motivators

List the members of your staff/team and identify what you think are the primary and secondary motivators for each person.

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Adapted from *The Manager's Desk Reference* by Cynthia Berryman-Fink and Charles B. Fink

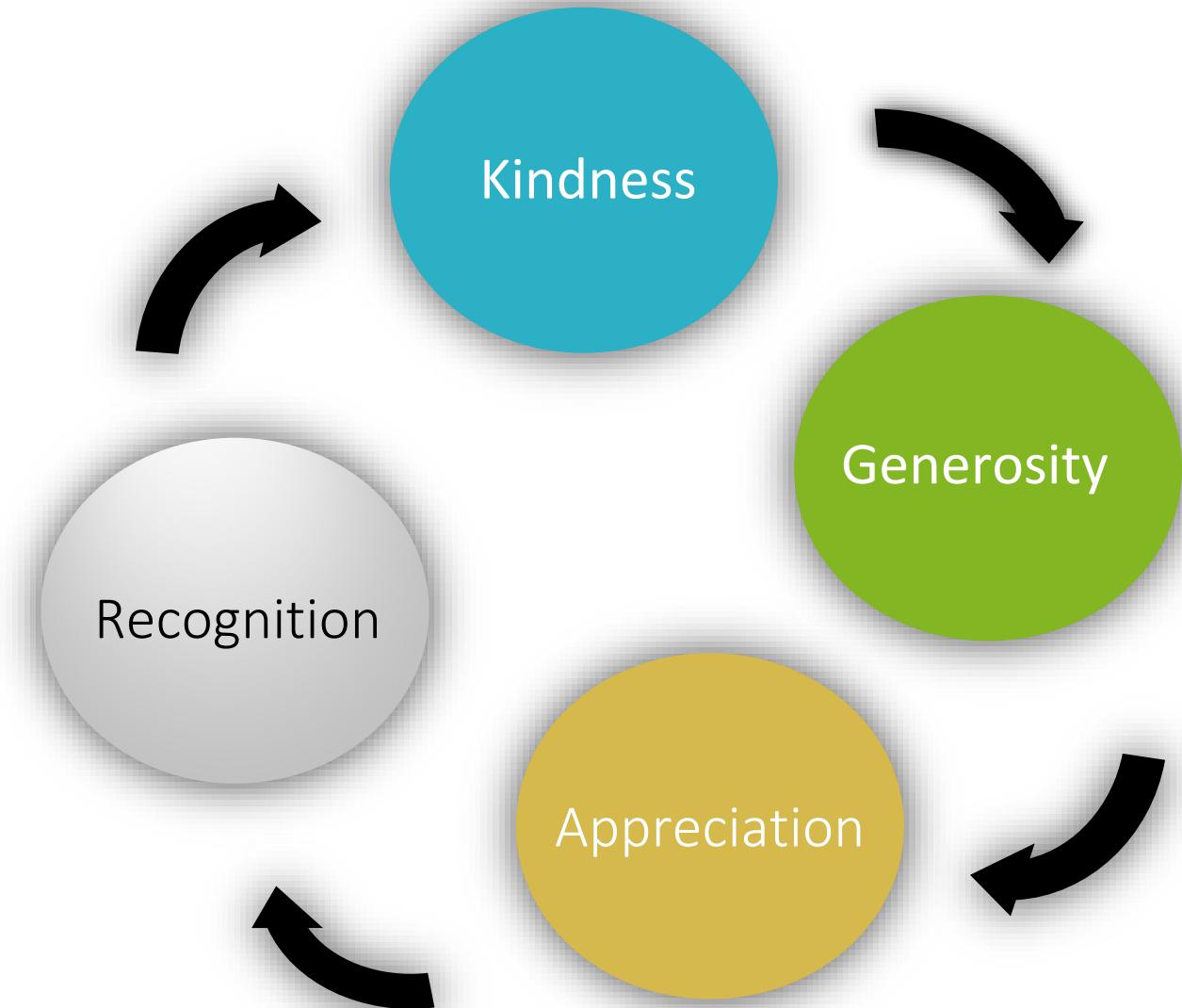
Name	Primary and one secondary motivator	Ideas to better engage this employee



# Recognition and Appreciation reinforce Achievement



Simon Sinek





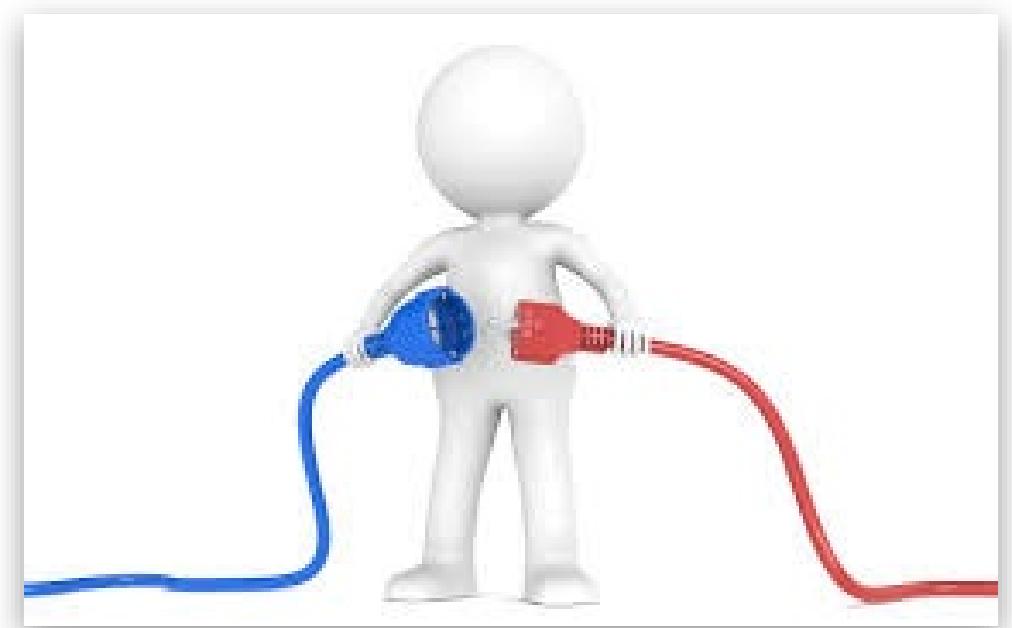
# What the studies say about Recognition

from potential to performance



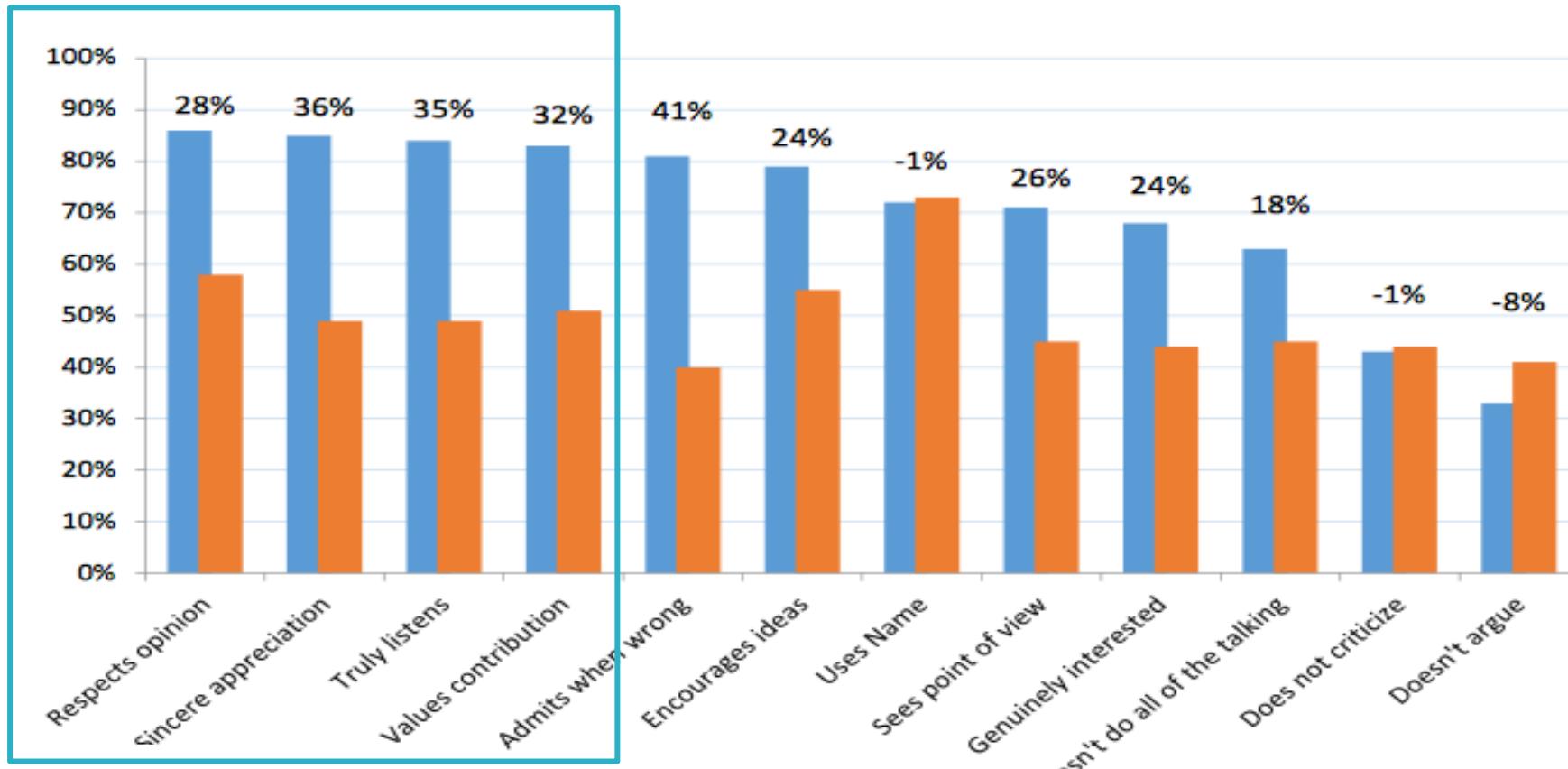
80% of managers feel they are good at giving recognition to their employees

But...  
only 12% of employees feel recognized in important ways



Bob Nelson, 1,501 Ways To Recognize and Reward Employees

# Importance vs Actual



■ Somewhat or Very Important to Inspiring Employee's Best Work

■ Supervisor Exhibits Behavior Most of the Time or Always

Dale Carnegie Global Leadership Study,  
of over 3,300 employees

# Desire

Gallup says Employees  
Want to Be Recognized  
at least 1x /week

# Reality

- 2% Received **Daily** recognition
- 11% Received **Weekly** recognition
- 20% Received **Quarterly** recognition
- 17% Received **Annual** recognition
- 29% Received **No recognition** of any kind.

Survey by Authentic Recognition



# Needed More Than Ever



64% of employees say employee recognition and appreciation is more important while working from home

Sales and Marketing Magazine Poll of 1,000 US workers



....leading to



# Employees feeling...

- 5x more likely to feel valued
- 6x more likely to recommend the company
- 7x more likely to stay with the company
- 11x more likely to feel completely committed

Maritz Research Poll



# Free Tool –

## Remote Employee Insights Index

This is an easy assessment to better understand the work/home conditions of your remote employees. It will enable you to understand their unique engagement drivers and work preferences which will allow you to 'lead' how you lead them. Have each of your employees complete their Index and schedule a meeting to review with each of them.

Employee Name: \_\_\_\_\_ Date: \_\_\_\_\_

Instructions: For each statement, circle within the area that best defines you.

Example: I am more of a ...

Strategic 'big picture' thinker type of person      Someone who thrives getting into the details and executing

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HOME-WORK ENVIRONMENT

My Home-Work Environment: ...

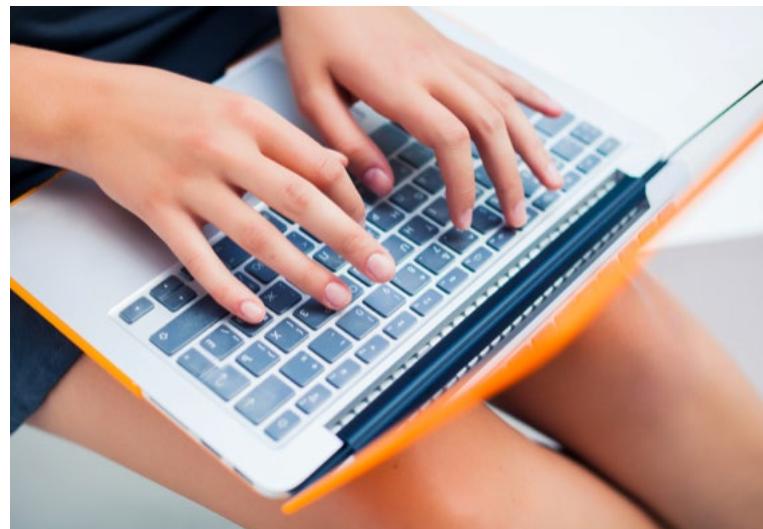
is adequately equipped with the right technology and equipment to do my job      is lacking in the right technology and equipment to do my job

-----

 Employee Engagement

So WHY don't  
we **Recognize** more??

Type your  
Responses in the Chat



# Recognition Basics

## The 6 Basic Rules



*from potential to performance*



1. Should be contingent on a desired behavior



## 2. Start in your immediate sphere of influence



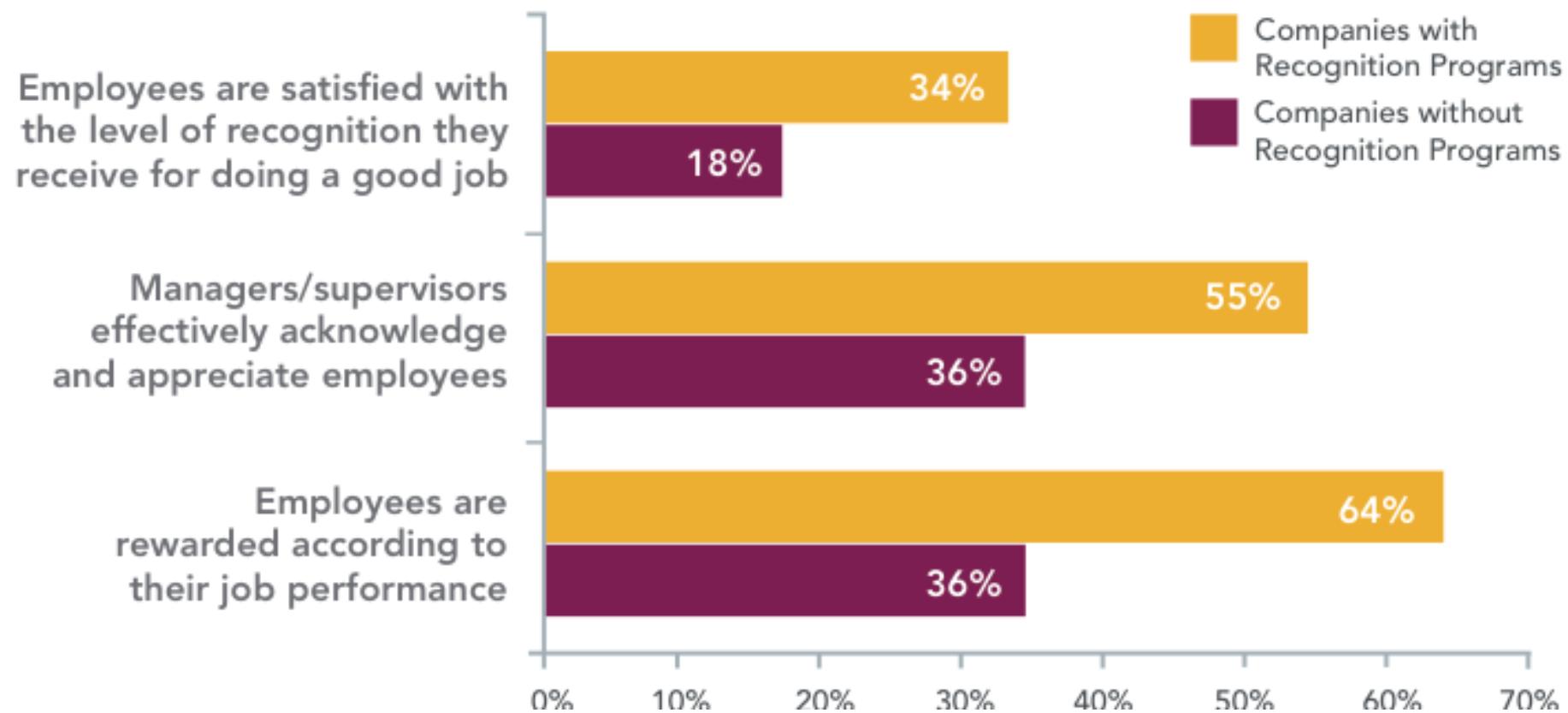
### 3. You need to budget and measure it (you get the behavior you measure)



# Recognition challenges

(SHRM G2012 Global Survey)

## Companies with recognition programs vs. without recognition programs (Answering "yes")



## 4. Recognition needs to be PROACTIVE and PROGRAMMED



## 5. It must be Meaningful



## 6. It has to be Timely



# Recognition Best Practices

*from potential to performance*



# Recognition Best Practices

- Recognize or praise someone directly
- Recognize in front of others
- Recognize them when they're not around (i.e. positive gossip)
- Avoid the 'It's your turn' syndrome



# Reward and Recognition Programs

# Difference between Reward and Recognition

## Reward

- Significant
  - Year end or quarterly bonus
  - Promotion
- Includes some sort of monetary increase
- Usually recognizes long term



# Difference between Reward and Recognition



## Recognition

- Reserved to highlight an event, episode, and/or going above and beyond
- Often includes something of value (money, time, etc.)
- ‘Thank you’ is recognition but recognizes a job well done (not necessarily above and beyond)

# Free Tool

## Recognition Program Evaluation Guide

### Evaluate your Recognition Processes

**Recognition:** \_\_\_\_\_

- How is this valued by the employee(s)?
- Are there employees that wouldn't value this?
- Are there consequences for receiving this recognition/reward?
- In what circumstance would this not be valuable?



- Are there employees who are not eligible?
- Are there alternative rewards and recognitions for support staff?

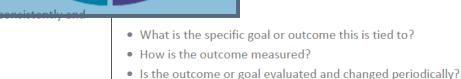
**Recognition:** \_\_\_\_\_

- How is this valued by the employee(s)?
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- What is the specific goal or outcome this is tied to?
- How is the outcome measured?
- Is the outcome or goal evaluated and changed periodically?

- How do you monitor that the reward is delivered consistently and fairly?
- Are there audits in place? Back-up systems?
- Who delivers if you are away?



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# Some Simple Recognition Ideas

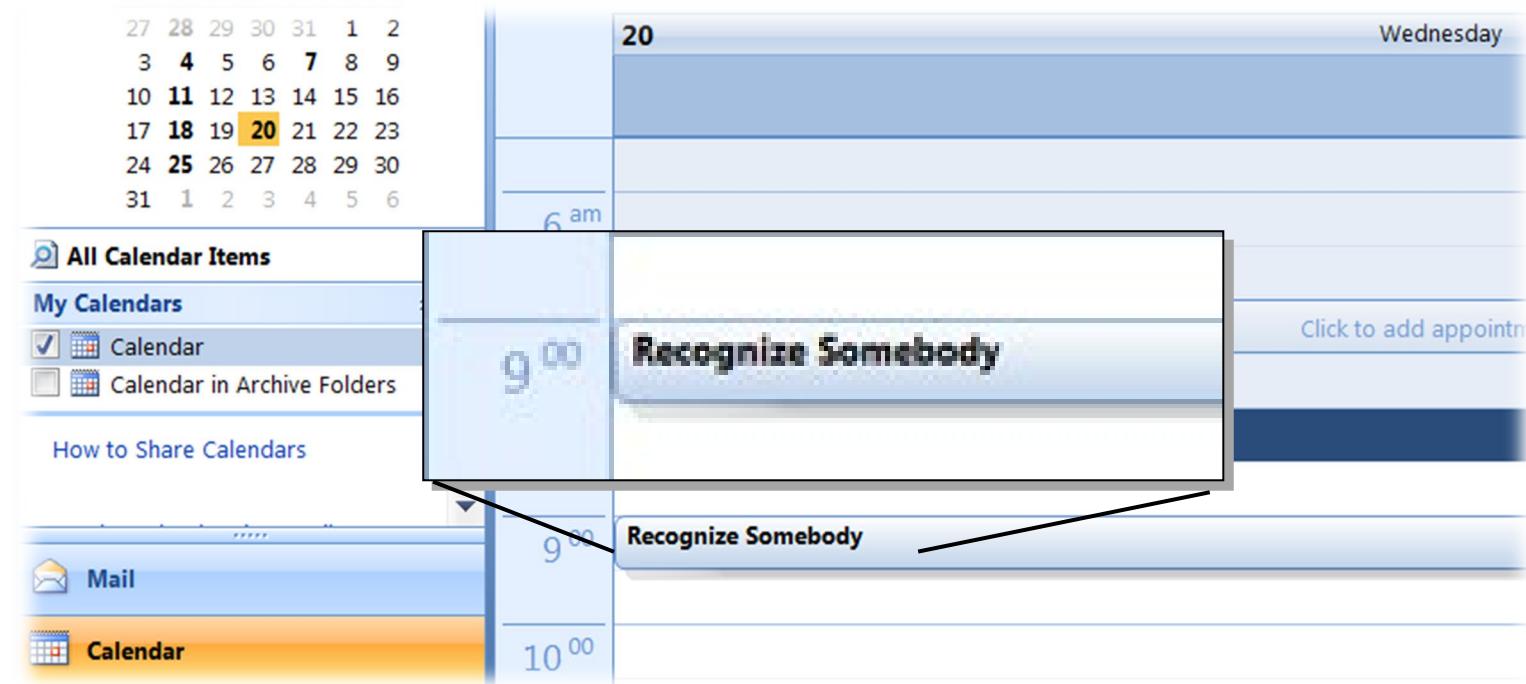


*from potential to performance*



# Recognition Idea #1

## *Schedule It*



# Recognition Idea #2

## *Budget / Measure for Recognition*



# Recognition Idea #3

## *Ask Your Employees For Ideas*

WHAT  
DO  
YOU  
THiNK?



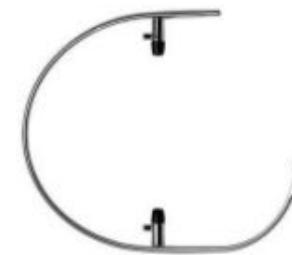
# Recognition Idea #4 - Gamification

- Definition:

*Gamification is the use of game elements in any context that is non-game related, usually by providing rewards and by fostering user interaction with the learning material.*

- The form of rewards can vary, but the more common ones include:
  - Points
  - Badges
  - Levels
- Leaderboards
- Challenges





# Recognition Idea #5 – Time Off



# Recognition Idea #6 – Write a LinkedIn Recommendation

**Recommendations**

Received (60)  Given (13)

Ask for a recommendation [Recommend Lisa Marie](#)

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 **Eric K. Daniels, RA**  
Principal, Eric K. Daniels  
Architect, PC  
February 17, 2019, Eric K. was a  
client of Lisa Marie's

LisaMarie, Thank you so much for your input and guidance on our  
new business strategy involving social media. Your expertise is not  
only invaluable, but clear to understand and implement across  
media platforms. We here at ekdny look forward to continuing  
this process with you to maximize our social media pre... [See more](#)

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 **Rebecca Fisher, MBA,  
Safe Agilist**  
Testing Program Manager at  
Anthem, Inc.  
May 3, 2018, Rebecca was a client  
of Lisa Marie's

I just met with Lisa Marie to get me started on a LinkedIn presence  
to start my job hunting. I have not had to look for a position in  
over 20 years, so having an online presence for job hunting is new  
to me. Lisa Marie provided so much advice and support and many  
tips and tricks! I am still working on implementing the... [See more](#)

# Recognition Idea #7 – Celebrate Life Milestones



# Recognition Idea #8 – Leverage a Technology Tool

Product	Manager-to-Peer Recognition	Peer-to-Peer Recognition	Performance Management	Recognition Tracking	Rewards Catalog	Rewards Points	Social Recognition
0.0							
 <b>Motivosity</b> ★★★★★ 4.8 (863)	✓	✓	✓	✓	✓	✓	✓
 <b>Reward Gateway</b> ★★★★★ 4.9 (22)	✓	✓	✓	✓	✓	✓	✓
 <b>Kazoo Employee Experience Platform</b> ★★★★★ 4.8 (23)	✓	✓	✓	✓	✓	✓	✓
 <b>Bonusly</b> ★★★★★ 4.8 (1395)	✓	✓	✓	✓	✓	✓	✓
 <b>Nectar</b> ★★★★★ 4.8 (283)	✓	✓	✗	✓	✓	✓	✓
 <b>Refresh</b> ★★★★★ 5.0 (6)	✓	✓	✓	✓	✓	✓	✓
 <b>Awardco</b> ★★★★★ 4.9 (1201)	✓	✓	✓	✓	✓	✓	✓

# Recognition Idea #9 – Leadership Visibility



# Recognition Idea #10 – Cool New Assignment



# Recognition Idea #11 – Handwritten Note



# Douglass Conant, CEO of Campbell Soup in 2021

- He hand wrote up to 20 notes a day to employees celebrating their successes and contributions.
- Over 10 years, it amounted to more than 30,000 notes
- *“Wherever I’d go in the world, you’d find my handwritten notes posted on bulletin boards.”*



Lastly, **THANK YOU**  
for being so supportive to the HR Summit

