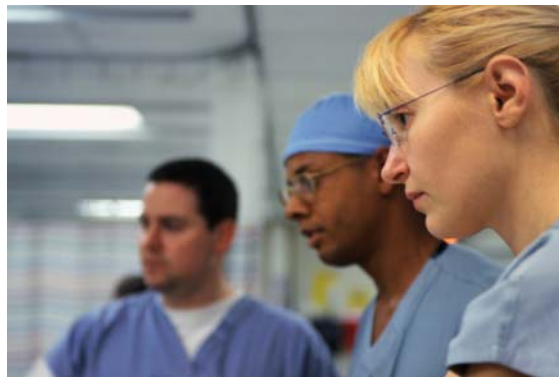




# Recognition

## in the

# Workplace



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# Recognition in the Workplace

## WHAT IS IT?

Being in a position of authority as manager, your employees look to you for direction. A necessary part of this direction is affirmation. Recognition in the form of a “thank you” or “good job” is one of the cheapest and most limitless tools available to managers to enhance positive behaviour.

“A positive consequence provided to a person for a behaviour or result. Recognition can take the form of acknowledgement, approval, or the expression of gratitude. It means appreciating someone for something he or she has done for you, your group, or your organization. Recognition can be given while an employee is striving to achieve a certain goal or behaviour, or once they have completed it.”

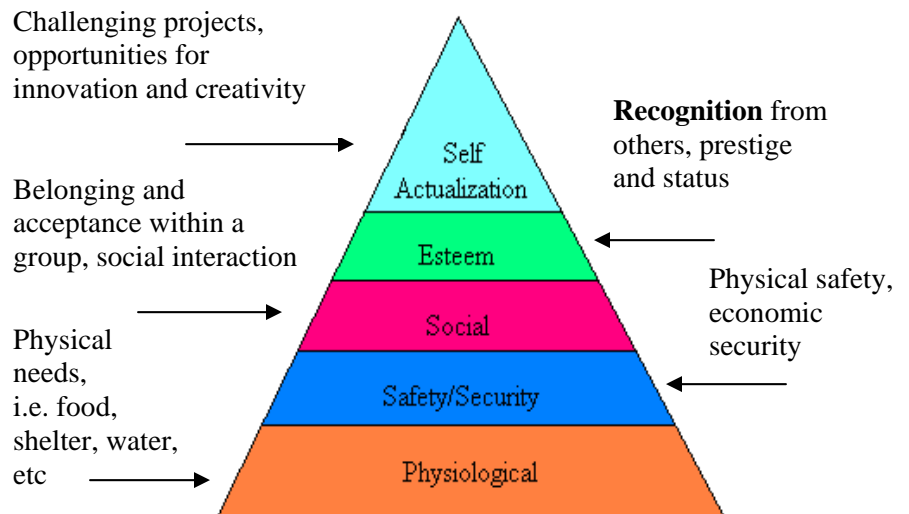
Bob Nelson/Dean Spitzer

## WHY IS IT IMPORTANT?

Managers are charged with the responsibility of leading employees in the pursuit of the organizations objectives. Leading employees in this pursuit requires managers use motivational techniques such as providing recognition. The purpose of this module is to give managers an understanding and appreciation of the importance of recognition, and ways in which to provide it. Included are questionnaires and exercises to help you think about how best to apply in your *own* workplace!

## THEORIES OF MOTIVATION:

The basis of Maslow's theory of motivation is that human beings are motivated by unsatisfied needs, and that certain lower needs need to be satisfied before higher needs can be addressed. As employees and individuals we all find ways to fulfill these needs through different areas of our life.

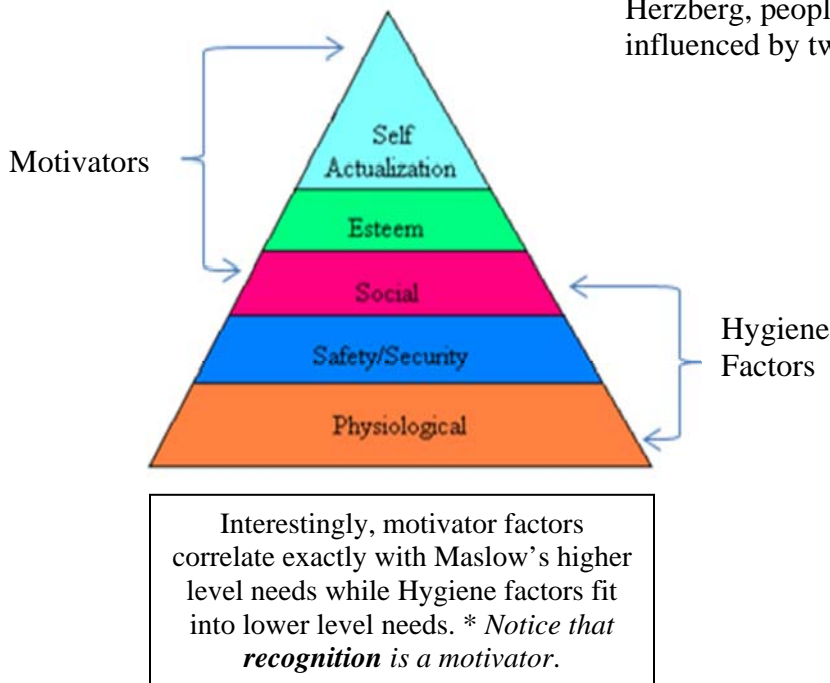


Questions:

1. How does employment with an organization satisfy these needs?
2. What can you do as a manager to support employees in the fulfillment of these needs?

## HERZBERG 'TWO-FACTOR' THEORY

According to two-factor theory by Herzberg, people in the workplace are influenced by two factors:



1. **Hygiene Factors:** are external factors (i.e. working conditions, salaries, etc) that cause an employee to become dissatisfied when their quality is poor. They do not lead to motivation or satisfaction.
2. **Motivators:** are intrinsic factors (i.e. achievement, **recognition**, etc) that an individual values and are associated with strong effort and performance.

### Motivators

#### No Satisfaction

- Jobs **lacking** achievement, recognition, responsibility, and opportunity for advancement.



#### Satisfaction

- Jobs **offering** achievement, recognition, responsibility, and opportunity for advancement.

### Hygiene Factors

#### No Dissatisfaction

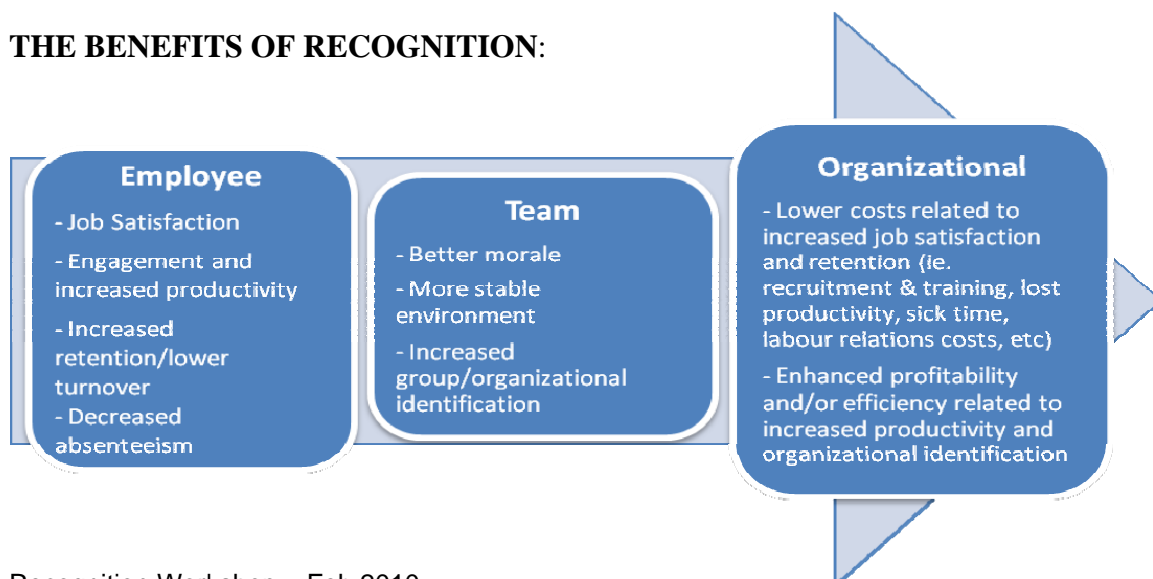
- Jobs with **good** working conditions, relationships with supervisors, salaries, company policies and administration.



#### Dissatisfaction

- Jobs with **poor** working conditions, bad relationships with supervisors, low salaries, and inadequate company policies.

## THE BENEFITS OF RECOGNITION:



## Application: Sounds good, but how?

*Refer to appendixes to complete this section.*

You may appreciate the importance of providing recognition in the workplace, and wonder how to provide it in an appropriate and cost effective manner. The following is a guide to giving recognition that is appropriate and valued by the recipient. In addition to each section there are accompanying exercises that will help identify ways to provide recognition in your particular workplace.

### Recognition Reflection

Please complete the “*Recognition Reflections*” worksheet provided in appendix 1.

After you have completed the “Recognition Reflections” worksheet, please refer to the chart below and assess the relevance of the respective characteristics of the various age groups to you and your cohorts.

Think about your experiences. After all, your experience will inform the way you take action in the future. Try to keep in mind however, that your experience and preferences are unique to you as an individual and may differ from others.

Generation	Birthdate	What they want
Veterans (5% of the workforce)	Before 1942	<ul style="list-style-type: none"> <li>• Personal touch - hand written notes</li> <li>• Plaques/symbolic records of achievement</li> <li>• Respect/recognition for their experience</li> <li>• Consistency</li> <li>• Structure</li> <li>• Clear expectations and roles</li> <li>• To keep their family life and their work life separate</li> </ul>
Boomers (45% of the workforce)	1943-1961	<ul style="list-style-type: none"> <li>• Public recognition</li> <li>• Perks with status</li> <li>• To give their input</li> <li>• Recognition for work ethic and long hours</li> <li>• Leadership opportunities</li> <li>• Team environment</li> <li>• Participatory management style</li> <li>• Warm, friendly atmosphere</li> <li>• Caring, informal workplace</li> <li>• Opportunities to prove themselves</li> <li>• Career track</li> </ul>
Generation X (40% of the workforce)	1962-1981	<ul style="list-style-type: none"> <li>• Title/status</li> <li>• Honesty/no broken promises</li> <li>• Lots of projects – control of prioritizing and juggling</li> <li>• Constant constructive feedback</li> </ul>

Generation	Birthdate	What they want
		<ul style="list-style-type: none"> <li>• Time to pursue other interests – even have fun at work</li> <li>• The latest computer technology</li> <li>• Autonomy</li> <li>• Balance between personal life and work</li> <li>• Humour</li> <li>• Unimpressed by the status of others</li> </ul>
Nexus (10% of the workforce)	After 1982	<ul style="list-style-type: none"> <li>• Flexibility</li> <li>• Fun, informality</li> <li>• Variety</li> <li>• Career Development/Learning</li> <li>• Friends</li> <li>• Mentorship programs</li> <li>• Worklife Balance</li> <li>• To be kept in the loop</li> <li>• Tie praise for a job well done to a concrete reward</li> <li>• Efficiency, functionality</li> <li>• Direction and structure</li> <li>• Working in groups</li> <li>• Sensitivity to the environment (no smoking, recycling, etc.)</li> <li>• Appreciation for their innovative ideas</li> </ul>

## Values and Recognition

The following table encourages you to link recognition with employee values. The table lists 15 values plus indicators and a possible recognition initiative that would appeal to each value.

With an employee or team in mind, please print the “*Value/Recognition Profile*” worksheet in appendix 2 and determine what you believe to be the individual or team’s top five values.

While we are all linked by the same types of needs, we are also individuals with differing values and preferences. In order to provide effective recognition we must first know what our employees value. Once we know what an individual values we can then calibrate our approach to recognition so that the recipient perceives it as valuable and derives the maximum benefit.

Value	Rating	Possible Indicators	Possible Recognition
<b>1. Affiliation</b>		Values association and recognition with others or the organization. Relationships are important.	Logo or group merchandise. Recognition in-group settings. Parties or time with co-workers <b>Other:</b>
<b>2. Achievement</b>		Drive to accomplish goals, to get ahead, to pursue excellence.	Recognition for individual achievements or exceptional group accomplishments. Symbolic rewards (trophies, etc.), appreciation or recognition from admired role models/mentors. <b>Other:</b>
<b>3. Security</b>		Desires stability or lack of uncertainty. May want to be with an organization for a long time.	Frequent rewards/small tokens to reassure employee that work is still valued. Food or gift certificates. Make frequent use of StAR cards, etc. <b>Other:</b>
<b>4. Career Growth</b>		Personal and professional career development and growth is important, may value advancement.	Recognition of progress towards learning and career goals. Attendance at a course or workshop. Time off for education. Work with a mentor or new duties. Networking opportunities, subscriptions. Promotion, etc. <b>Other:</b>
<b>5. Excitement</b>		Appreciates novelty and new experiences. Welcomes workplace challenges.	Something that is fun or novel. Humorous awards and events. Celebrations. Tickets. <b>Other:</b>
<b>6. Expression</b>		Desire to express self though work, to do things in unique ways.	Something that employee can determine themselves. Gift certificates, etc. May be an ideal candidate to complete this values assessment. <b>Other:</b>



Value	Rating	Possible Indicators	Possible Recognition
<b>7. Status</b>		Motivated to increase standing through accomplishment	Anything related to increasing status of individual. Certificates/trophies. <b>Other:</b>
<b>8. Purpose</b>		Desire for work that matters. Need for meaning and direction.	Ability to create something that is meaningful may appreciate being involved in developing recognition initiatives. <b>Other:</b>
<b>9. Competition</b>		Loves to compete or to be the best especially in relationship to others.	Recognition for working hard or doing their best. Contests and other competitive events. <b>Other:</b>
<b>10. Recognition</b>		Values feedback and support from the group or boss. Looks for recognition for work done.	All recognition is important. Lots of verbal praise and encouragement. Both tangible and intangible recognition may be important. <b>Other:</b>
<b>11. Helpfulness</b>		Values being of assistance, wants to be needed, satisfaction through helping others.	Perhaps some time for volunteer work or recognition that is of assistance to others. Make sure to recognize employee's helpfulness. <b>Other:</b>
<b>12. Autonomy</b>		Likes to work independently on projects or tasks. Wants choice and control over work.	Give choice in recognition or self-determined recognition. A gift certificate may be better than a specific item. <b>Other:</b>
<b>13. Rewards</b>		Motivation to earn significant rewards or wealth from one's work. Usually more tangible than recognition value.	Most forms of recognition may be suitable for someone with this value. <b>Other:</b>
<b>14. Responsibility/ Accountability</b>		Desires to play a leadership role in the workplace or community.	Additional responsibilities may be a form of recognition. Appreciate employee's accountability for performance. <b>Other:</b>
<b>15. Personal Needs</b>		Personal or outside-of-work priorities take precedence.	Time off or flexible shifts. Appropriate recognition of family and community involvement. May want to involve family in recognition efforts. <b>Other:</b>
<b>16. Addition Value:</b> _____			



Five additional suggestions on how to use the values and recognition table:

1. Use this table to assess your own values and see how well it matches recognition that is meaningful to you.
2. Use the table to evaluate your employee or team's values and determine appropriate recognition.
3. Make sure you acknowledge and recognize when an employee is making a contribution by living one of their key values at work.
4. Use the table as a springboard to list, create, and develop additional ways and methods of recognizing employees.
5. Have employees evaluate their own values to engage in dialogue with them to create effective recognition centered on values.

## Recognition Principles and Methods

Following this section you can practice your new skills by completing the “*Case Studies*” in appendix 3.

### PRINCIPLES:

Before engaging in any recognition action or program, ensure that your recognition efforts are aligned with the following principles:

**Match the recognition to the person or team:** Find out what the person(s) value. For example, keep in mind generational differences and have your employees rank their values using the Values and Recognition chart (copies of this chart can be found in the appendix).

**Be timely and specific:** In order to be effective, recognition should be given as soon as possible after the desired behaviour or achievement has occurred. Provide an explanation for why the reward is being given. If employees are able to connect their actions to rewards and understand why the organization values it, they will be more likely to repeat that action in the future.

**Match recognition to the achievement:** Be consistent and proportional. Take into account the significance of the achievement in relation to the amount of time and/or money you have to spend executing the recognition.

**Leadership style:** Transform recognition from a one time yearly event to an ongoing leadership process.

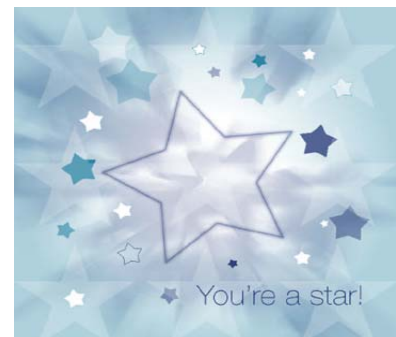
**Be genuine:** Recognition is not a critique. Keep dialogue positive, people tend to remember the negative comments in a conversation rather than the positive. Recognition will sour easily if it is perceived as forced or half-hearted.

“People often say that motivation doesn’t last. Well neither does bathing, that’s why we recommend it daily.”  
 Zig Ziglar

### METHODS:

**Simple “Thank you”:** Remember that simply saying “thank you” is one of the most powerful ways in which employees can be recognized and rewarded. We all have the verbal and written ability to take 10 seconds or less to recognize a staff person in the hallway, elevator, over the phone, or in a meeting, so why don’t we?

**StAR Cards:** Staff appreciation and recognition cards are available to every WRHA office and are a great way to recognize individuals. A written formal recognition of an employee’s action can go a long way to making him or her feel valued. Even better, StAR cards include the option of inclusion onto an employee’s file. Contact your HR representative or Louise Armstrong (787-8946) to learn more! (Note: StAR cards can also be sent electronically at <http://www.wrha.mb.ca/professionals/star/card.php>)





**Written acknowledgment:** Sometimes a simple written note can do the trick. Let your employees know you noticed them by printing out and completing ‘*Great Idea/Appreciation*’ certificates found in the appendix.

**Play telephone:** When you hear a positive remark about an individual, repeat it to that person as soon as possible. Seek them out if (leave an email or voicemail message if necessary).

**Potluck:** After exceptional group performance, potlucks provide a way for teams to get together and share in their accomplishments. Not only are they cost effective for a manager

on a budget but they are also a great way to celebrate the diversity of your team. What better time to publicly recognize your team with a toast or statement to their performance? (Note: Handy in the kitchen? Cook or bake something for your team!)

**The dollar store:** Spend ten dollars at the dollar store finding silly things for your team. Finding an item unique (or just plain goofy) for the different individuals can show that you value each team member for their individual contribution/worth.

**Office trophy:** Similar to the employee of the month, celebrate the achievements of employees by passing around an office trophy. The trophy can be traditional or silly, look for great potential trophies at garage sales!

**Reward plans:** The custodial and housekeeping staff of a hospital came up with the Golden Broom Award. These were cards with a golden broom that were handed out to non-custodial and housekeeping staff who were seen picking up trash. After a person received 10 cards they qualified for a prize. Would a reward plan apply to your team or department?

**Utilize StAR:** Part of the StAR program encompasses discounts for staff. Want to reward employees with a tangible prize? Purchase items at discount through the StAR discount program. You can also foster affiliation with WRHA merchandise. See <http://www.wrha.mb.ca/professionals/star/index.php>

“Recognition is the most inexpensive, easy to use motivational technique available to management. Yet the degree to which this essential improvement tool is underused by most otherwise intelligent managers is bewildering.”

Jim Clemmer

**Above all remember that recognition comes from the top and as an executive, middle manager, or supervisor, it is up to you to set the example and drive a culture of recognition in your workplace!**

## Recognition Ideas and Methods

Here is a sample list of recognition ideas. Examine the list to see if there is something you can use immediately. Also use the list as a primer to create your own ideas.

- ☐ Ask employees what kind of recognition or appreciation they value.
- ☐ Set a goal of voicing a set number of appreciations every day.
- ☐ Thank employees for doing a good job.
- ☐ Develop reminders or props to focus and act on recognition.
- ☐ Catch employees doing well.
- ☐ Nourish employees with food.
- ☐ Focus on frequent verbal appreciations.
- ☐ Encourage staff to express appreciation for one another.
- ☐ Write an informal thank you to acknowledge extra effort.
- ☐ Have an informal get together to acknowledge an accomplishment.
- ☐ Make recognition a personal priority.
- ☐ Recognize often.
- ☐ Recognize in different ways.
- ☐ Recognize sincerely.
- ☐ Phrase recognition to emphasize the contribution of the individual, not the end result. "You did a great job!" as opposed to "This is a great job!"
- ☐ Make recognition appropriate to the achievement.
- ☐ Be consistent and be timely
- ☐ Give the gift of active listening.
- ☐ Send them a thank you fax, email or card.
- ☐ Take time to wander around.
- ☐ Take time to celebrate.
- ☐ A written note of thanks from the manager.
- ☐ Performance appraisal completed.
- ☐ Awards of excellence nominated by peers.
- ☐ Hold an informal get together.
- ☐ Give a gift or token that is meaningful to the receiver.
- ☐ Make your recognition unique.
- ☐ Spend 10 minutes and 10 dollars at the dollar store to recognize staff with playful tokens of appreciation and have fun!

The recognition management institute surveyed a major private healthcare service provider on the top 10 most meaningful types of recognition:

1. A verbal thank you given face-to-face from a manager.
2. Receiving thanks from the client's family
3. Receiving client appreciation via office staff
4. A written note of thanks from the manager
5. Performance appraisal completed
6. A thank you given over the phone from the manager
7. Awards of excellence nominated by peers
8. Informal get together
9. Employee of the year award
10. Gift that is meaningful to the receiver

## Team Recognition

Here are various recognition ideas:

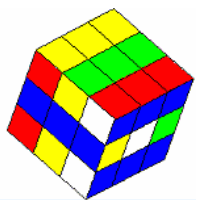
- ❑ Spend time just hanging out together
- ❑ I SCREAM FOR THE TEAM: On a hot summer day buy a 4 liter pail of ice cream get a scoop, spoons and some bowls and have an ice cream break with the team.
- ❑ Play a sport or participate in activities together, i.e. Dragon Boat Races, Heart & Stroke Big Bike Race, Manitoba Marathon, etc.
- ❑ Full Team Esteem: Start your team meeting by having each person acknowledge something they appreciate about the team and one specific team member.
- ❑ Foster affiliation: Get some clothing with a team logo.
- ❑ Become a "Regionnaire": Buy some WRHA merchandise.
- ❑ Pass the Baton: Assign recognition responsibility to a different team member each month.
- ❑ Take time to celebrate accomplishments and steps towards accomplishments.
- ❑ Laugh together: A team that laughs, lasts.
- ❑ Become blood brothers and sisters: Go donate blood together and combine it with a social event.
- ❑ In summer hold a Team Meeting for the Hot Dogs: Go for a walk, enjoy the weather and a hot dog together.
- ❑ As a team leader catch the passes: To score goals other members must make effective passes. Keep recognizing process and outcome not just outcome. Recognize team members for helping each other.
- ❑ Trading Cards: Use a team photographic service to take a team picture or even to make individual player cards.
- ❑ Remember that your ideas must fit with team values: no "meating" for vegetarians and don't force someone to play a sport if they would find that punishing not rewarding.
- ❑ Take 10 minutes as a team to brainstorm responses to the question: How can we recognize and appreciate each other in a way that works for us?

**Know your team.** *Interact frequently with your staff and get to know them on a personal level. Employees are most motivated when they feel valued.*

## Generating Unique Recognition Initiatives

**43,252,003,274,489,856,000**

The above number represents the total twistable combinations of Rubik's cube. If this cube can be twisted in so many ways then the ways we can recognize and appreciate employees is also much larger than you think. The resource guide has suggestions/invitations to prime your recognition efforts but effective recognition is based on reflective consideration of yourself, the individuals or team you want to recognize, and the culture of the organization.



## Appendix 1

### Recognition Reflections

**1. When was the last time you received appreciation and recognition?**

- What was the appreciation or recognition for?
- How was it delivered?
- How did you feel?
- What impact did this have on you?

**2. When was the last time you expressed appreciation or recognition?**

- Who did you appreciate or recognize?
- How did you do it?
- How did you feel?
- What impact did this have on you or the person being recognized?

**3. What was the most effective or powerful appreciation or recognition that you have experienced or witnessed?**

**4. What was the least effective or powerful appreciation or recognition that you have experienced or witnessed?**

## Appendix 2

### Individual Value/Recognition Profile

Name
5 Key Values
Valued Recognition
Additional Notes

### Team Value/Recognition Profile

Name
5 Key Values
Valued Recognition
Additional Notes



## Appendix 3

After considering all the above material please complete the following case studies:

**1** . Your team has been working very hard for the past month. They have been putting in overtime and developing some creative and effective new health care initiatives. You want to recognize them for the hard work, efforts, and mutual support. The team has 12 members ranging in age from 23 to 62.

**What would you do to recognize them?**

**How might you take generational influences into account?**

**What might be some difficulties with this?**

2. You have a number of Aboriginal health care workers on staff in the unit you supervise. You want to enhance employee recognition and appreciation. While attending the WRHA Aboriginal Cultural Awareness Workshop, you read Clare C. Brant's, Aboriginal psychiatrist, article that includes this section:

*The Native Attitude toward Gratitude and Approval*

*Gratitude or approval among Native people is very rarely shown or verbalized. One is not rewarded for being a good teacher, doctor, nurse, farmer, fisherman or hunter because that is what is supposed to be...One is not thanked for doing something good because gratitude is seen as superfluous. The intrinsic reward of doing the deed itself is considered sufficient. Consequently, Native people have a great deal of difficulty accepting praise, reward, and reinforcement...To non Natives who work among Native people, this attitude toward expressions of gratitude or approval can be disconcerting.*

*From page 40 of the first edition of the Participant Manual in Aboriginal Culture Awareness Training for Health Sciences Centre.*

**Does this perspective fit for the Aboriginal people you work with? Does this cause you to rethink any elements of appreciation and recognition you might use with people from the aboriginal culture?  
What other cultural considerations can you think of in relationship to the various employees with such a wide range of cultures and backgrounds in healthcare?**

3. You are with another team leader at lunch. During lunch your peer says to you and a group of 6 other team leaders:

*This appreciation and recognition stuff is a bunch of fluffy nonsense. We're paying these people why would we give them a gold star too? Besides I am far too busy just looking after my own work. I just got another 6 tasks from the ABC project to do. Now they want us to recognize people too. I'm lucky if I even get a chance to look up from my computer screen.*

**How would you respond to your peer?  
What exact words might you say?**

**4.** You are managing a marginal performer. The employee is often late and just seems to do enough to get by. You have experienced a lot of conflict with this employee and you have had to reprimand the employee twice in the last 18 months.

**Do you believe this employee deserves any form of appreciation or recognition?**

**If so, how might you recognize or appreciate the employee.**

**What might be some pitfalls in recognition and appreciation with this employee?**

**5.** You have a team running out of steam. You have just completed a yearly recognition event. Many of the employees received pins, mugs, pens, and certificates. About 1/3 of the group looked bored and disinterested. You heard one employee mumble about how stupid this was. Another employee made a weak excuse not to attend. As you leave the event after cleaning up you see some of the certificates, a couple of pins, and even one of the mugs in the garbage.

**How do you feel as the team leader?**

**What are you going to do now about this recognition fiasco?**

**What can you do in the future?**

## Appendix 4

	<h1 style="text-align: center;">GREAT IDEA AWARD</h1>		
<p style="text-align: center;">THIS CERTIFICATE IS PRESENTED TO _____</p> <p style="text-align: center;">FOR SUGGESTING THIS GREAT IDEA!</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><b>Signature</b> _____ <b>Date</b> _____</p>		 <p>             Winnipeg Regional Health Authority              Office régional de la santé de Winnipeg              Caring for Health À l'écoute de notre santé           </p>	
<p style="text-align: right;">Initiative of the WRHA Staff Appreciation and Recognition Program (STAR)</p>			

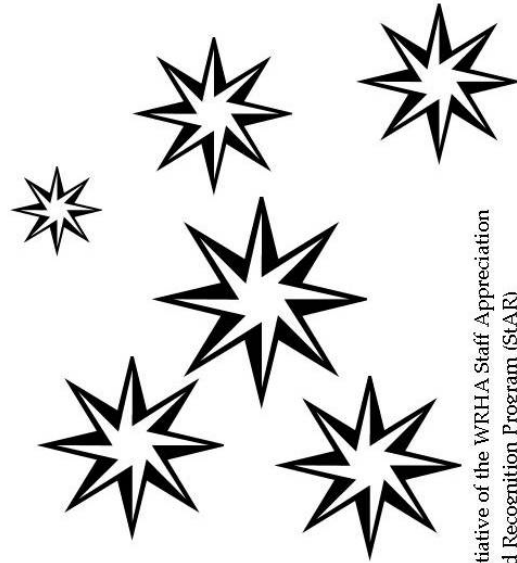
## CERTIFICATE OF APPRECIATION

*This certificate is awarded to*

In recognition of your valuable contributions

From

Date

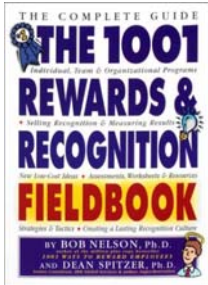
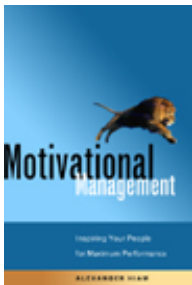
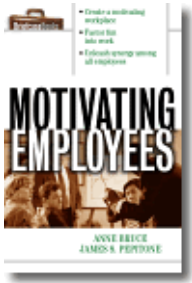


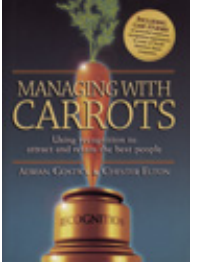

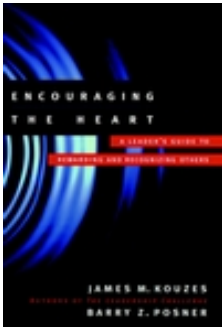
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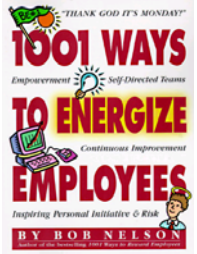
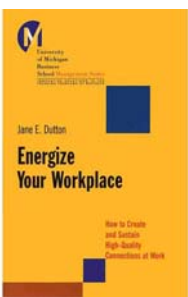
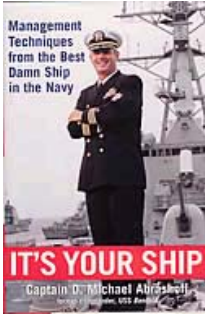


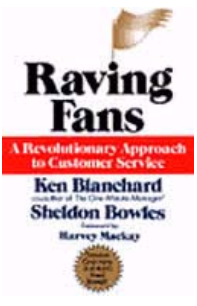
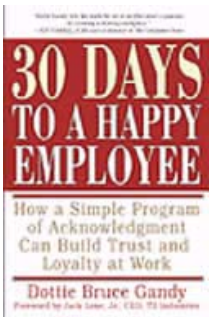
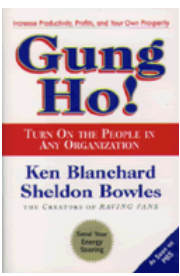
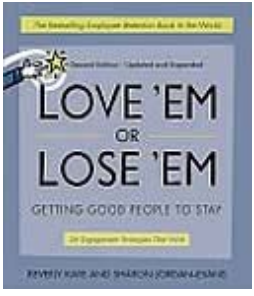
## Additional Resources

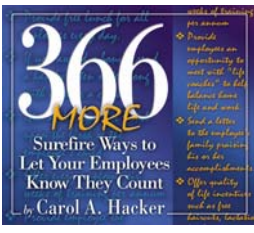
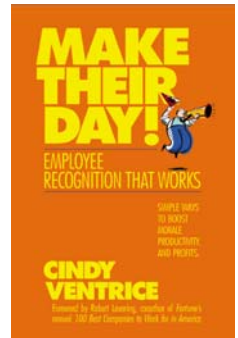
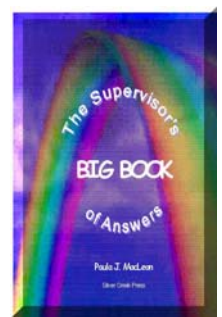

**Note: These books are all available from the University of Manitoba's Neil John Maclean Health Sciences Library** (All WRHA staff are entitled to a U of M library card. Simply bring your HSC identification badge to the Circulation Desk at the library to obtain your library card).

	<p><b>The 1001 Rewards and Recognition Fieldbook</b>  <b>Bob Nelson and Dean Spitzer</b></p> <p>This is the quintessential book on recognition. Beginning with the basics of motivation, including the decline of traditional incentives and the trend toward empowered employees, the book lays the groundwork for developing and managing a rewards or recognition program in any work situation: how to recognize an individual or a group; how to develop a low-cost recognition program; how to sell it to upper management, prevent and fix common problems, and assess its effectiveness. There are planning worksheets; templates for different purposes-improving morale, improving attendance, increasing retention-plus perforated reference cards for immediate guidance, and 101 new low-cost/no-cost recognition ideas.</p>
	<p><b>Motivational Management: Inspiring Your People for Maximum Performance</b>  <b>Alexander Hiam</b></p> <p>Most people want to do their jobs well. They don't need commands, threats, or ultimatums. What they can use more productively are direction, support, encouragement, and rewards. This book reveals how to increase commitment, competency, and productivity by stimulating each employee's intrinsic desire to excel. The book features an Incentive Profile for establishing a rewards system, a Motivation Level Inventory for measuring and tracking motivation, and a wide array of activities, techniques, and examples from the author's own experiences. The book includes a very effective section on assessing values and linking values to recognition efforts.</p>
	<p><b>Motivating Employees</b>  <b>Anne Bruce &amp; James S. Pepitone</b></p> <p><i>Motivating Employees</i> will give managers the tools necessary to build and create a motivating organization. It's not just meant to be read - it's meant to be used! It includes: Informal, friendly, down-to-earth writing style; definitions of key terms; boxed tools, quotes and real-world examples; and best practices from real companies and behind-the-scenes research</p>

	<p><b>Managing with Carrots: Using recognition to attract and retain the best people</b>  <b>Adrain Gostick &amp; Chester Elton</b></p> <p>This book is short but insightful. It will probably reinforce some of the tools you already use while perhaps offering you some new ideas. Managing does not have to be ridged and cold. Managing with Carrots teaches you that your staff can function by their own talents, and how to recognize them as well as acknowledge what they are individually.</p>
	<p><b>The Accountability Revolution</b>  <b>Mark Samuel</b></p> <p>This book is not specific to recognition and appreciation but it can be used as a tool to work with recognition efforts. <i>"Accountability means that people can count on one another to keep performance commitments and communication agreements."</i> Mark breaks down the anatomy of accountability into six key elements: (1) Clear intention; (2) Interlocking ownership (3) Effective execution; (4) Relentless Attack of Dysfunctional Habits; (5) Responsive Recovery; (6) Ruthless Measuring of Result. Mark emphasizes that one of the keys to creating a more accountable environment is having a way to hold one another accountable. In many organizations when something goes wrong, or someone "drops the ball," they are blamed, judged, or simply ignored and worked around. A more effective way is to acknowledge the problem (without blame or judgment) and to support the person to make a change.</p>
	<p><b>Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others</b>  <b>James M. Kouzes, Barry Z. Posner</b></p> <p>This book outlines the 7 essentials of encouraging others:</p> <ol style="list-style-type: none"> <li>1. Set Clear Standards.</li> <li>2. Expect the Best.</li> <li>3. Pay Attention.</li> <li>4. Personalize Recognition.</li> <li>5. Tell the Story.</li> <li>6. Celebrate Together.</li> <li>7. Set the Example.</li> </ol> <p>Chapter twelve outlines 150 Ways to Encourage the Heart. You can get a free PDF copy of this 11-page chapter by visiting:  <a href="http://media.wiley.com/product_data/excerpt/40/07879418/0787941840.pdf">http://media.wiley.com/product_data/excerpt/40/07879418/0787941840.pdf</a></p>

	<p><b>1001 Ways to Energize Employees – Bob Nelson</b></p> <p>This practical handbook chock-full of ideas for increasing employee involvement and enthusiasm – the key to an organization’s success. Weaving together case studies, examples, suggestions, and quotes from hundreds of America’s most energized businesses and business leaders, 1001 Ways to Energize Employees is a how-to for getting not just the most - but the best – from everyone in the organization.</p>
	<p><b>1001 Ways to Reward Employees – Bob Nelson</b></p> <p>A chock-full guide to rewards of every conceivable type for every conceivable situation, 1001 Ways to Reward Employees polls the whole of the American business community, finding innovative ideas in every corner, and from the spontaneous gesture of praise to formal company-wide programs, it presents hundreds of ways to say thank you to the people who truly deserve it.</p>
	<p><b>Energize your Workplace – How to Create and Sustain High-Quality Connections at Work – Jane E. Dutton</b></p> <p>Grounded in solid research, this book uses energy as a measurement to describe the power of positive and negative connections in people’s experience at work. Author Jane E. Dutton provides three pathways for turning negative connections into positive ones that create and sustain employee resilience and flexibility, facilitate the speed and quality of learning and build individual commitment and cooperation.</p>
	<p><b>It's Your Ship: Management Techniques from the Best Damn Ship in the Navy – Captain D. Michael Abrashoff, Former Commander, USS <i>Benfold</i></b></p> <p>When Captain Abrashoff took over as commander of USS <i>Benfold</i>, a ship armed with every cutting-edge system available, it was like a business that had all the latest technology but only some of the productivity. Knowing that responsibility for improving performance rested with him, he realized he had to improve his own leadership skills before he could improve his ship. Within months he created a crew of confident and inspired problem-solvers eager to take the initiative and take responsibility for their actions. The slogan on board became “It’s your ship,” and <i>Benfold</i> was soon recognized far and wide as a model of naval efficiency.</p>

	<p><b>Raving Fans: A Revolutionary Approach to Customer Service</b> - Ken Blanchard and Sheldon Bowles.</p> <p><i>Raving Fans</i> is written in the parable style of <i>The One Minute Manager</i> and uses a brilliantly charming story to teach how to define a vision, learn what a customer really wants, institute effective systems, and make stunning customer service a constant feature -- not just another program of the month.</p> <p><i>Raving Fans</i> includes startling new tips and innovative techniques that can help anyone create a revolution in any workplace -- and turn their customers into raving fans.</p>
	<p><b>30 Days to a Happy Employee:</b> How a Simple Program of Acknowledgment Can Build Trust and Loyalty at Work – Dottie Bruce Gandy</p> <p>It's not more money, bigger offices, better benefits, or flextime. Recent surveys reveal that the number one reason employees quit their jobs is that they don't feel valued on a human level. Now, Dottie Gandy, a former regional director with the Franklin Covey Company, provides a simple, principle-based solution that will work to solve the problem in any business. In this clear, straight-forward book, she gives us a step-by-step plan that managers can implement immediately and which yields compelling results.</p>
	<p><b>Gung Ho!</b>: Turn on the People in Any Organization – Ken Blanchard and Sheldon Bowles</p> <p>Through the inspirational story of business leaders Peggy Sinclair and Andy Longclaw, Blanchard and Bowles reveal the secret of Gung Ho – a revolutionary technique to boost enthusiasm and performance and usher in astonishing results for any organization. The three principles of Gung Ho are:</p> <ul style="list-style-type: none"> <li>- The Spirit of the Squirrel</li> <li>- The Way of the Beaver</li> <li>- The Gift of the Goose</li> </ul> <p>These three cornerstones of Gung Ho are surprisingly simple and yet amazingly powerful.</p>
	<p><b>Love 'em or Lose 'em:</b> Getting Good People to Stay – Beverly Kaye and Sharon Jordan-Evans</p> <p>Think about the most talented people on your team – the ones that show up day after day, do their jobs well and contribute to your success. Whether they are your high-potentials or your solid citizens, they are your stars. Can you afford to lose them?</p> <p>Regardless of economic swings or unemployment statistics, you need these people to stay. And you need them not just to stay, but to be engaged, motivated and producing at their peak.</p> <p>So – how will you keep them – psychologically as well as physically? Love 'em or Lose 'em will tell you how</p>

	<p><b>366 More Surefire Ways to Let your Employees Know They Count – Carol A. Hacker</b></p> <p>In Carol's newest book, she offers managers and supervisors, team leaders and business owners dozens of concrete, creative and sometimes zany ideas for recognizing, rewarding and retaining employees. Think outside the usual work decorum box. Think fun on the job without spending a lot of money</p>
	<p><b>Make Their Day!:</b> Employee Recognition that Works – Cindy Ventrice</p> <p>Find out why most recognition efforts miss the mark, what employers and employees each expect from recognition and how you can give morale and productivity in your organization a genuine, lasting boost. Citing dozens of real-life examples, Ventrice shows that integrating recognition into the daily routine is far more effective than spending money on unwanted trinkets. She outlines the key elements of effective recognition – praise, thanks, opportunity, and respect – and shows you how to develop and utilize recognition practices that are both meaningful and practical.</p>
	<p><b>The Supervisor's Big Book of Answers – Paula J. MacLean</b></p> <p>Author Paula J. MacLean is a veteran supervisor and senior manager. Her 20+ years of experience will help you solve your supervisory problems.</p> <p>The Supervisor's Big Book of Answers is a handbook loaded with practical step-by-step strategies for hundreds of supervisory challenges.</p>
	<p><b>Taming Turnover:</b> Creating Strategies for Employee Retention – Paul J. MacLean</p> <p>This is a practical book loaded with step-by-step guidance to help your organization keep its most valuable asset – its employees. Research has shown there are more than thirty organization factors that influence employees' decisions to stay in their jobs. Managers and supervisors play essential roles in implementing strategies to influence these factors and improve employee retention. What people are paid is only part of the picture. In Taming Turnover, you'll discover more than 50 specific and creative approaches to help you develop a quality workplace that attracts and retains talented and skilled people.</p>



### Treasury Board of Canada Pride and Recognition Site

[http://leadership.gc.ca/static/pride\\_recognition/programs/dept/pwgsc\\_employee\\_recognition\\_program\\_e.shtml](http://leadership.gc.ca/static/pride_recognition/programs/dept/pwgsc_employee_recognition_program_e.shtml)



This is the government of Canada's leadership site with a very large section on recognition. There are a number of resources from the reading room to best practices. This site is definitely worth the visit just to see how the government is conducting its programs for employees.

### Nelson Motivation, Inc.

[www.nelson-motivation.com](http://www.nelson-motivation.com)



Bob Nelson's website includes a good section on recognition resources. There are columns and articles by Dr. Nelson and there is a lengthy list of low-cost recognition ideas that you can mine for potential action.

### Real Recognition:

<http://www.realrecognition.com/>



Roy is a Canadian consultant/speaker on recognition and appreciation. He offers an

informative monthly electronic newsletter with proven recognition principles, strategies and techniques that produce results. Discover Roy Saunderson's unique insights on practical recognition giving skills and new techniques for creating a culture to support appreciation, praise and recognition in the workplace.

### The BC Public Service Agency site on recognition within the British Columbia public service:

<http://www.bcpublicservice.ca/awards/>



This site offers an effective overview of appreciation and recognition in the BC Public Service. Here is a short sample of the content outlining a view of authentic recognition.

*Authentic recognition and appreciation does not flow along organizational lines of authority. Rather, they are actions taken which are founded on goodwill and genuine relationships - it is a result of human interaction not bureaucratic process. Bearing this in mind, acts of recognition are one of the many accountabilities of management to assist in the creation of a positive work environment. Generally, the more well thought of and visible a manager is the greater the impact they wield.*

### Job Quality Ca.

[www.jobquality.ca](http://www.jobquality.ca)



This is a very informative Canadian site on how we view our work. It includes numerous resources, articles, and graphs to help you understand the world of work in Canada. Visiting this site will give you a broader understanding of some workplace concerns and the important role recognition and appreciation play in work.

### The National Association for Employee Recognition

[www.recognition.org](http://www.recognition.org)



Recognition is one of the most effective ways to reinforce an organization's culture, support its objectives, and retain top performers. NAER offers a wealth of tools, resources, and solutions to help you make those decisions strategically.