# Ingrain and Sustain Employee Recognition Executive Briefing

### Summary

Many organizations have a recognition program of some kind, but the majority focus on recognizing tenure. This form of recognition is a dated way of recognizing employees and has less of an impact on organizational performance (Apollo Technical, 2022). Additionally, 81% of organizational leaders do not see recognition as a strategic priority. However, studies show that companies can save up to $16.1M in turnover when recognition is prioritized (Workhuman, 2022). Employees who report high recognition are 2.9x more likely to be engaged than those who report low recognition (McLean & Company Engagement Survey Database, 2022, *N* = 129,919 responses, 181 organizations).

### Our Recommendation

* Design a recognition program with the three keys to recognition in mind: customization, alignment, and transparency.
* Ask employees how they want to be recognized. Customization will make the program more impactful.
* Discover key strategic and cultural behaviors that the organization wants to drive and align recognition criteria with these behaviors.
* Create transparency with a fair, open recognition selection process.

### Client Challenge

* Expectations are rapidly changing about how, and how often, employees should be recognized.
* Rewards and recognition programs are often too focused on the tangible reward element, ignoring the more important, but intangible, recognition element.
* Recognition programs are created in an ad hoc manner that does not align with organizational or individual needs.

### Critical Insight

* Recognition is impactful independent of rewards (i.e. items with a monetary value), but rewarding employees without proper recognition can be counterproductive. Put recognition first and use rewards as a way to amplify its effectiveness.



**Get to Action**

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| **1. Assess the current recognition landscape**  | 1. Gather data on employee preferences and perceptions of recognition.
2. Conduct focus groups to drill down into recognition feedback.
3. Select key recognition criteria.

**Deliverables:*** *Employee Recognition Survey Questions*
* *Focus Group Guide*
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| **2. Design the recognition program** | 1. Identify the budget for recognition.
2. Decide if the program will include both formal and day-to-day recognition.
3. Design formal recognition initiatives.
4. Create day-to-day recognition initiatives.

**Deliverables:*** *Recognition Program Guide*
* *Employee Recognition Nomination Form*
* *Recognition Ideas Catalog*
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| **3. Implement the recognition program** | 1. Select metrics to measure the impact of the recognition program.
2. Design an action and communication plan to implement the recognition program.
3. Train managers on how to effectively recognize others.
4. Ingrain and sustain the recognition program.

**Deliverables:*** *HR Action and Communication Plan*
* *Recognition Program Guide*
* *Manager Training: Reinforce Behavior With Recognition*
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