



# How to embed a **Recognition** culture to drive **Engagement** and ensure **Retention**



*Career Development Roundtable Conference 2012*

*Clinic of Laurent Jaquenoud, Optimis Partner  
Bruxelles, 29 November 2012*

# Introducing Optimis



- ▶ Swiss based international firm active in Consulting, Learning and Sourcing activities that support Organizational Development and Human Capital Management
- ▶ Senior consultants and facilitators in the field of organisational and people development
- ▶ Customized, strategic interventions with immediate operational value



Retention



Engagement



Recognition

**Does it work all the time?**

Did you know?

Recognition is being **one of the 3 top of mind answers** when people are asked:

“What has the greatest impact on your motivation?”

# Other research on engagement drivers

## Herzberg motivation research (1959)

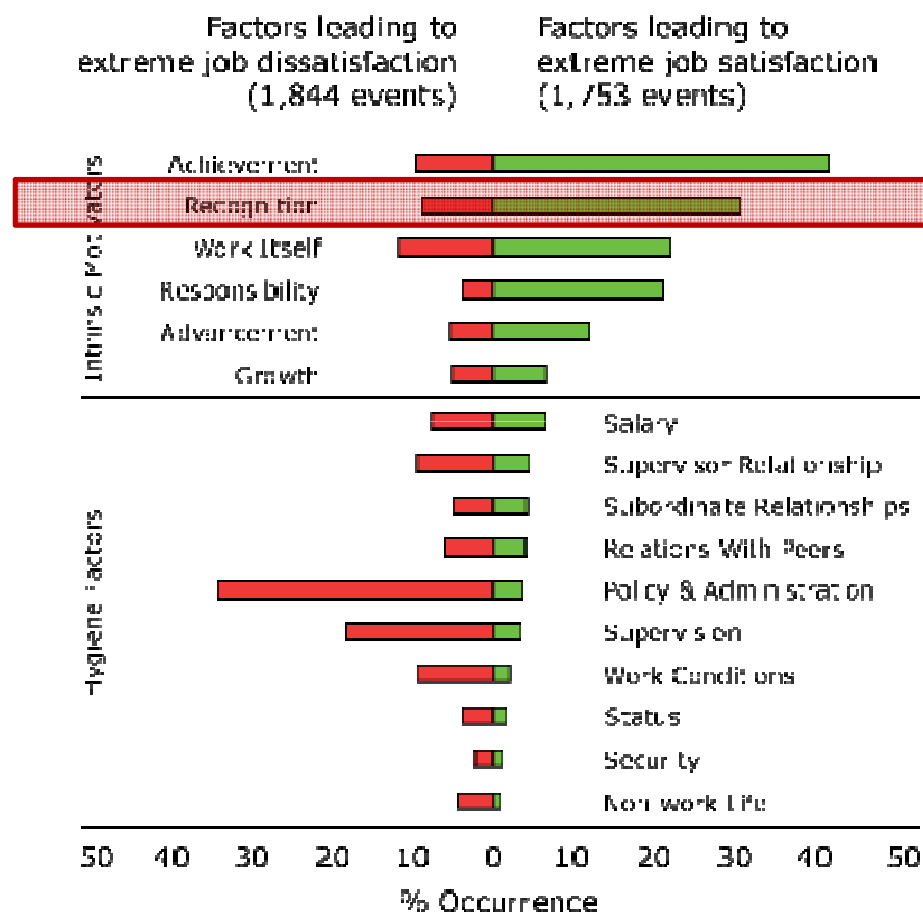


Figure 1 % Occurrence of factors leading to extreme job satisfaction or dissatisfaction. Redrawn from Reference 1.

## Gallup research (1998-2012)

Positive impact on engagement	% of population
Due to positive feedback and recognition of strengths	71%
Due to negative feedback and needs for improvement	23%
Due to no feedback	6%

### 2012

All global employee engagement researches indicate that Recognition remains one of the top 5 engagement drivers

# Employee Engagement drivers



# Recognition – Base principles

Appreciation or acclaim for an achievement, service, or ability

## Recognition is...

- ▶ Staff feel their contribution is publicly valued
- ▶ Staff are being told: **THANK YOU**
- ▶ Staff are praised for their work
- ▶ Staff are visible
- ▶ Staff see their input is used by others or scaled



...produces a feeling of being special, unique, different, useful...  
... impact on self-esteem and self-confidence...

...motivates to go further, progress and contribute!



*Presenteism*

*Less willingness to progress  
and « go beyond »*

*Lack of interest*

*More demand on  
compensation*

**What are the potential consequences of  
not recognizing people's contribution  
and competences?**

*Reactivity vs proactivity*

*Less pride in who we  
are and what we do!*

*Knowledge retention*

*Negative attitude*

*Less meaning*

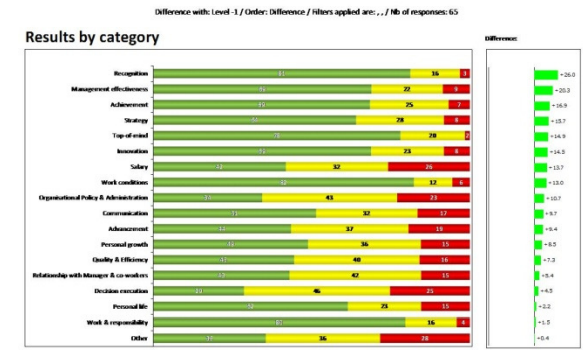
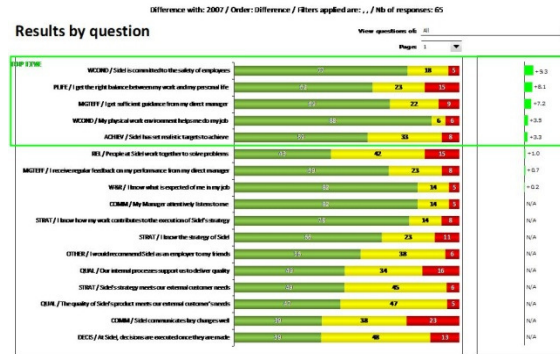


# How good are we in recognizing our people?

▶ Let's **ASK THEM!**

▶ Use of diagnostics tools such as **opinion surveys** with statistical analysis to identify root-cause of good or poor recognition

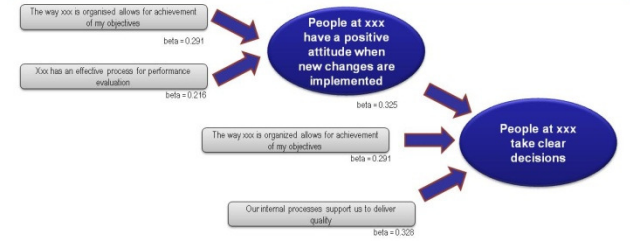
▶ Measure progress!



	Top of mind	Achievement	Management effectiveness	Operational Policy & Administration	Personal growth	Personal life	Recognition	Relationship with Manager & co-workers	Salary	Work conditions	Work & responsibility	Communication	Decision execution	Strategy	Quality & Efficiency	Other											
Top of mind	63	15	4	28	4	18	3	10	16	6	3	20	7	22	25	5	16	18	6	3	16	10	11	3	10	4	
Achievement	52	11	4	10	7	14	17	9	5	3	8	8	5	9	2	8	11	14	1	3	5	22	11	0	5	3	3
Management effectiveness	34	12	-3	-8	7	11	5	19	-3	-6	16	-5	-12	-22	-3	8	-8	11	-7	14	10	33	4	15	22	2	2
Operational Policy & Administration	54	13	3	0	3	13	3	10	8	16	3	7	16	14	17	3	8	7	6	15	-6	-4	6	14	-11	-26	1
Personal growth	40	17	20	6	11	2	12	14	13	3	15	-11	-18	4	1	4	-5	-3	-6	12	10	-4	2	13	25	-21	1
Personal life	24	11	3	4	11	8	12	3	-2	22	5	-4	-8	-6	9	-6	18	-5	3	11	-7	5	-2	4	-5	1	1
Recognition	40	15	17	12	13	3	12	16	-2	3	21	3	8	3	4	12	10	14	8	3	2	29	3	-5	15	10	1
Relationship with Manager & co-workers	59	-5	21	-9	9	8	-9	12	2	26	-14	10	5	-13	4	9	-4	18	-3	11	1	24	-21	1	1	24	-21
Salary	38	16	0	-5	26	8	25	14	-9	4	22	-7	27	21	3	6	13	19	6	12	17	15	11	-4	14	-24	1
Work conditions	28	25	19	20	-3	-6	16	-6	4	0	12	3	10	17	6	14	6	3	8	6	4	5	9	12	-15	19	1
Work & responsibility	69	5	4	17	3	21	20	25	8	13	16	-15	-3	4	3	1	14	6	1	13	-2	0	8	12	2	1	
Communication	78	11	5	7	-6	6	14	10	17	10	12	5	-4	13	5	9	13	16	8	4	4	-1	-3	-5	16	8	
Decision execution	42	10	9	0	9	9	-1	3	0	11	5	12	-13	-17	-5	8	-4	18	-3	0	1	3	3	6	9	14	
Strategy	24	10	3	15	23	21	20	-3	-5	10	9	4	14	10	8	5	10	18	-7	1	16	0	12	3	-14	1	
Quality & Efficiency	48	13	2	-3	10	18	19	7	9	5	3	10	-11	-3	3	4	12	26	-2	7	1	8	14	-5	3	10	
Other	37	3	-5	-5	9	17	-4	2	10	4	14	12	-6	2	5	6	15	16	-2	5	4	19	24	3	5	17	
	35	21	5	-3	12	8	10	-5	15	2	30	4	-8	16	-4	9	-6	15	13	4	11	17	8	2	4	1	

## Key driver analysis

Organization and Processes shall be investigated as part of root causes analysis



Share in triad what you are currently  
doing in terms of recognition in your  
organization...

And how well you think it works...

10min discussion

## Recognition case #1 - Situation

### Bank in CH

- ▶ Tougher economical environment and external constraint leads the bank to re-organize: leaner, more client-oriented, shift in client acquisition strategy
- ▶ Management got more under pressure because of that change
- ▶ Less considerations on people, more emphasis on the strategy / projects / tasks / results to deliver
- ▶ More and more passive staff, higher “presenteism”, less fun at work, more internal competition, more conflicts, key people leaving,...
- ▶ People felt less and less valued
  
- ▶ A real mindset change needed to happen!

# Recognition case #1 – What has been done

- ▶ Several actions undertaken
- ▶ A feedback and recognition program put in place
- ▶ Objective: introduce feedback and recognition habits at organisation and team levels
- ▶ How?
  - **Organisation level:** Executive team to quarterly nominate one team or individual for a special contribution. Being publicly published on intranet and via email. That team or individual would be praised during staff meeting and would talk 10min about what they achieved
  - **Team level:** weekly team business meetings. Once a month the manager would facilitate a feedback/recognition discussion among team members and make sure people strengths are discussed. Feedback taken as a gift

## Recognition case #1 - Results

- ▶ After 18 months of practice, morale has gone up
- ▶ Employee Engagement survey results
  - Retention predictor **+ 8%**
  - Overall Engagement **+ 15%**
  - Recognition factor **+ 28%**
- ▶ People talk and give feedback to each other
- ▶ The process of formalizing feedback (positive and improvement) during meetings is now part of the behaviours and normal practices

## Recognition case #2 - Situation

- ▶ Financial crisis 2008-2009 has a hit on global economy
- ▶ Organization needs to downsize to survive
- ▶ Low morale and motivation due to economic situation and many years of uncertainty
- ▶ The key talent tend to leave as situation becomes critical
  
- ▶ The organisation needs an electro-shock to transform itself into a high performing organisation where talents are empowered, recognised and retained

Packaging  
industry leader

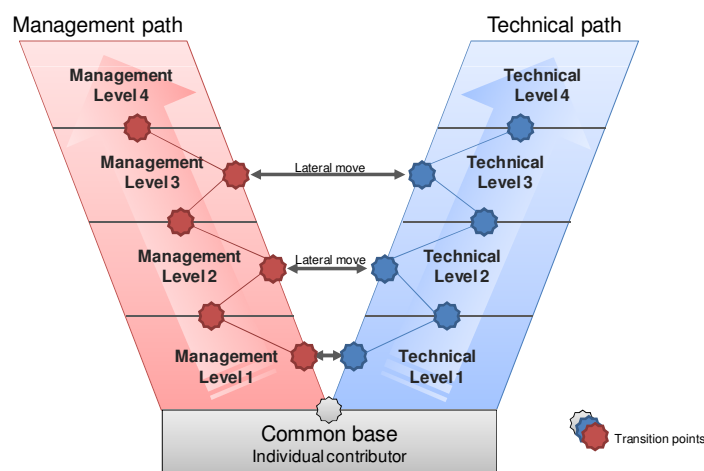


## Recognition case #2 – What has been done

- ▶ Company wide employee engagement initiative to “involve” people in a feedback process:
  1. 1<sup>st</sup> recognition step: you are important to us and we value your input!
  2. 2<sup>nd</sup> recognition step: involve staff in generating ideas for change!
  3. 3<sup>rd</sup> recognition step: involve staff in implementing change and publish online globally the Action Teams and their contribution
- ▶ 3 key initiatives with high impact on recognition as a result:
  1. Yearly Company Awards
  2. “Knowledge sharing” luncheons on big sites
  3. Career Management for technical people

# Recognition case #2 – TechPaths

- ▶ A recognition programme for all technical (non-managers) staff involved in technology development and maintenance
- ▶ Concept:



Recognition Factors	Principles
<b>Status</b>	The Technician level is linked to the IC&B classification scale → these levels dictate the local title and status linked to compensation & benefits. Announcements to be made public.
<b>Remuneration</b>	As above, remuneration is linked to the level in the IC&B classification scale.
<b>Key Technical Competency network belonging</b>	A Technician with high expertise in one KTC will belong to a Network of specialists with a specific mandate and rights.
<b>Work &amp; Training opportunities</b>	As they improve their level, technicians have access to specific project complexity and/or training opportunities
<b>Visibility</b>	Base contract should not be changed. Titles will be adjusted depending on the level KTC experts will be visible on intranet Yearly “Technical Award” concept



## Recognition case #2 – Experts networks



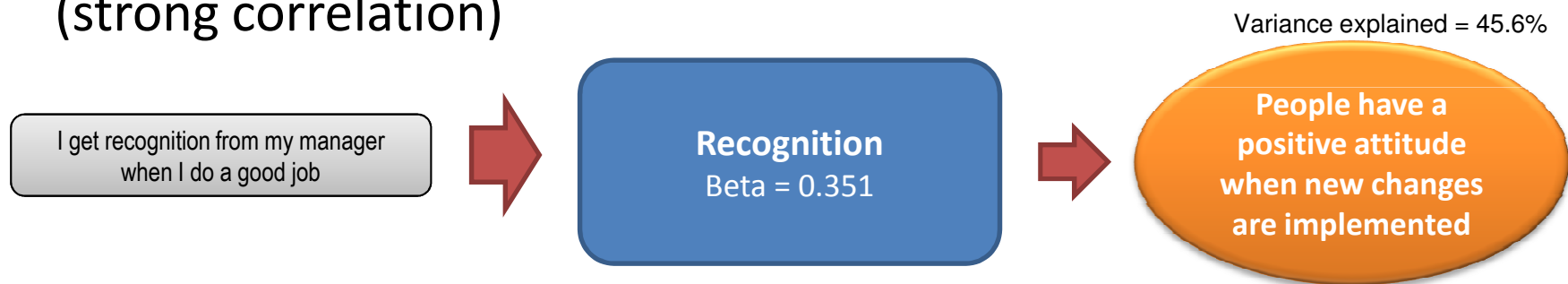
All Key Technical Competence (KTC) areas linked to the Technical Career Path are subject to have a formal KTC Network.

### ***Definition of a KTC Network***

A community of Practice where individuals **share the same area of expertise**, are encouraged to **build and share deep technical expertise**, and may have a **specific strategic mandate**.

# Recognition case #2 - Results

- ▶ Employee Engagement survey results
  - Overall Engagement **+ 8%**
  - Recognition factor **+ 10%**
  - Recognition is a key driver of positive attitude about change (strong correlation)



- ▶ Strategic KTC networks bring new innovative ideas
- ▶ Stronger attraction of external technical talents

# Recognition toolbox...



## Specialist networks

- Groups of specialist to regularly meet and contribute to a subject matter
- Are visible and publicly recognised as subject matter experts

## Knowledge sharing

- Monthly luncheons
- Cross-dpt meetings
- 1 person presents his/her work

## Awards

- Yearly awards (global, high visibility) on various strategic topics
- Special small awards linked to great accomplishments
- Public thanks



## Peer-to-peer feedback

- Regular Team meetings with a peer-to-peer feedback session
- Feedback and development process based on strengths only

## Development opportunities

- Participants selection of specific trainings with high recognition and visibility
- Rituals for highly visible activities
- Link to career development



# Recognition “Bad practices” !?!

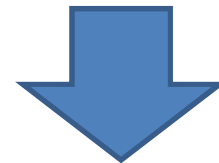


How can we convince our **Senior Leadership** that recognition is important and what recognition programmes should we propose?

Measure recognition perception and  
habits



Link measures to engagement



Recommend & implement 3  
recognition programmes for  
transforming mindset and culture

# Recognition Key Success Factors

- ▶ Avoid standard repetition, make it a surprise!
- ▶ Make it genuine and sincere
- ▶ Make it FUN
- ▶ Don't link it formally to career progression or remuneration
- ▶ Link it to challenging goals
- ▶ Keep it on the agenda: role of leadership (with HR support)!





**« Embedding a recognition culture... »**





# Thank you!

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