

Píldora Sesión 2. Liderazgo en Acción. Comunicación

Creating a Culture of Recognition (lectura 15'; incluye preguntas de reflexión)

Fuente del artículo: <https://www.greatplacetowork.com/resources/blog/creating-a-culture-of-recognition> (Mar 2, 2023)

Si necesitas ayuda para llevar a cabo alguna de las propuestas que te hacemos o quieres ampliar información puedes contactar con Albert Valero (avalero@successmind.es).

1. Creating a Culture of Recognition



[Claire Hastwell](#) (Great Places to Work)

Content Program Manager at Great Place To Work
Co-authored noted reports such as "Women in the Workplace" and "The Power of Purpose at Work," and contributed to Fortune with her profiles of the Best Workplaces™

A culture of recognition develops engaged and loyal employees. Making employee appreciation integral to your workplace culture can be achieved through meaningful and intentional practices.

Employee recognition has long been a cornerstone of effective management. But today, as the competition for talent escalates, the ways organizations show that they value their employees have become more important than ever.

Creating a recognition program is a start—so if you don't have one, that's a good first step!—but great companies go further, constantly reevaluating the ways they reward employees and considering the role recognition plays in their [company culture](#). As companies grow, this becomes even more of a challenge, and leaders must rethink the way they add value to the employee recognition experience.

What is employee recognition?

Employee recognition refers to all the ways an organization shows its appreciation for employees' contributions. It can take many forms and may or may not involve monetary compensation.

Companies recognize employees for things like:

- Achievements
- Exhibiting desired behaviors
- Going above and beyond expectations
- Milestones such as tenure

Why employee recognition matters

From a very early age, we crave recognition from parents, teachers and friends. So strong is our desire for positive affirmation, particularly during developmental periods, that we can even perceive a neutral reaction as a negative one.

This continues to hold true as we move into the workplace. Employee recognition helps to:

- Retain top talent
- Increase employee engagement
- Encourage high performance

There's something invigorating about a workplace where recognition is more than just an end-of-year event. With over 700,000 survey respondents echoing this sentiment, it's hard to argue against the data.

Our 2023 discretionary effort study found that when each employee stands an equal chance at getting a gold star for their efforts, they are 2.2 times more likely to flex their discretionary muscles and go above and beyond their regular duties.

How management recognition fuels extra effort

The story doesn't end there. The study's spotlight also fell upon those at the helm—our much-respected management. It turns out, a genuine 'thank you' from those in the corner offices can ignite a 69% increase in the likelihood of employees bringing their extra effort to the work floor.

Great Place To Work-Certified™ company O.C. Tanner has also studied workplace dynamics and the role management plays in shaping them. They've examined employee engagement in-depth and unearthed valuable ways managers can tailor their workplaces to spur it on.

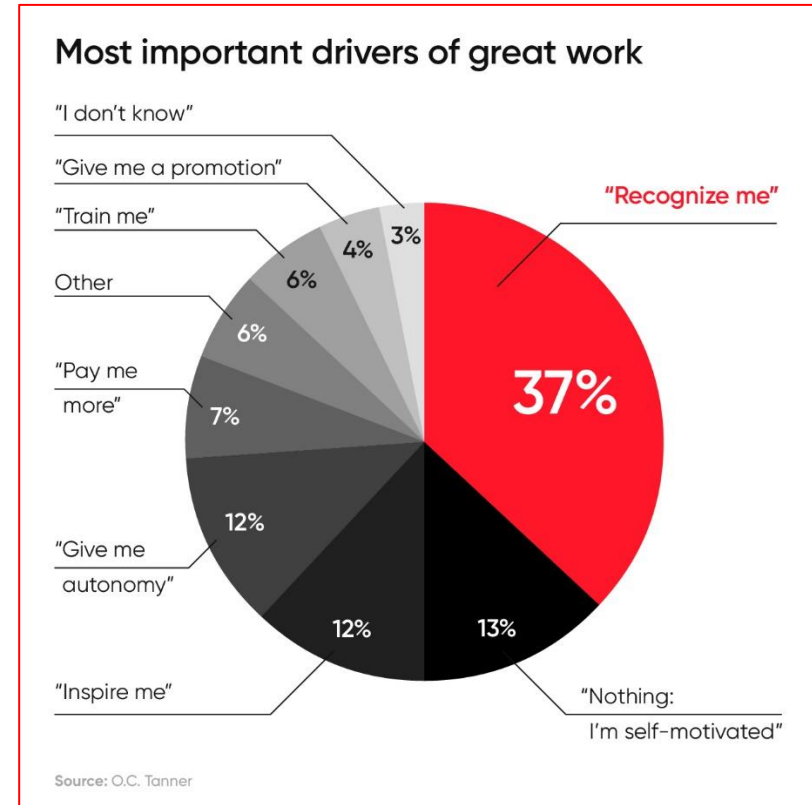
An employee survey included the question, "What is the most important thing that your manager or company currently does that would cause you to produce great work?"

Respondents answered in their own words, providing a variety of responses, but a clear pattern emerged. 37% of respondents said that more personal recognition would encourage them to produce better work more often.

Recognition emerges as a top motivator

While other themes like autonomy and inspiration surfaced, recognition was the most common theme that emerged from responses. The study showed that affirmation, feedback and reward are most effective for motivating employees to do their best work.

See the complete results in the chart below:



By narrowing in on several statements in Great Place To Work® Trust Index™ survey that measure how much employees feel recognized at work, we were able to see the impact of recognition culture on employee experience.

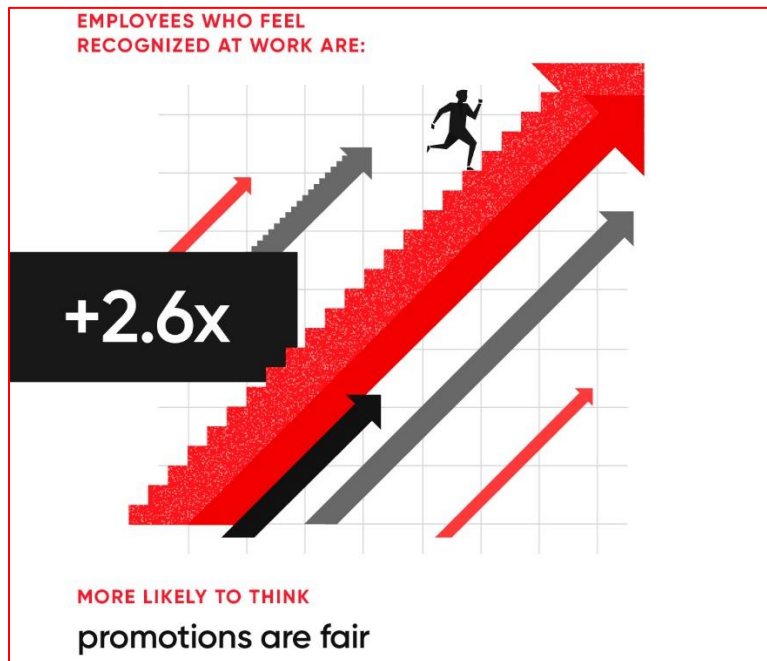
Great Place To Work analyzed 1.7 million employee survey responses gathered between 2018 and 2020 across small, mid-sized and large companies.

Recognition makes employees feel promotions are fair, spurs innovation and extra effort

After comparing the overall experience of employees who received recognition to those who don't, we found that recognition was strongly tied to several elements of [positive company culture](#).

Compared to those who do not consistently feel recognized at work, people who do feel recognized at work are:

- 2.6x more likely to think that promotions are fair
- 2.2x more likely to drive innovation and bring new ideas forward
- 2.0x more likely to say people here are willing to go above and beyond



Employee appreciation is linked to higher job satisfaction

In the same Trust Index™ survey, when asked what makes their workplace “great,” employees who responded positively to survey questions measuring recognition say that they are “incredibly lucky,” “enjoy hanging” and that the company has “excellent integrity,” “uplifting environment” and some mentioned their “career success.”

Q WHAT MAKES YOUR WORKPLACE GREAT?

EMPLOYEES FEEL APPRECIATED / STRONG RECOGNITION CULTURE

“ UPLIFTING ENVIRONMENT, CAREER SUCCESS, ENJOY HANGING, EXCELLENT INTEGRITY ”

Employees who don't feel recognized also struggle to describe what makes their workplace great

Conversely, employees who don't feel recognized at work responded to the same question with phrases such as "plays favoritism" and "popularity contest," indicating there isn't much that makes their workplace great. The only positive theme was "match benefits."

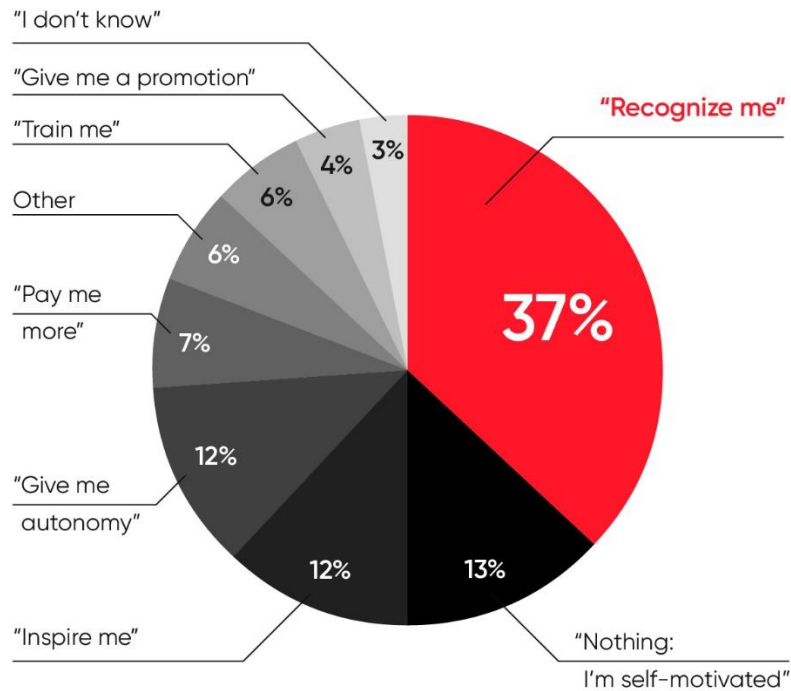
When asked what would make their company better, the employees who felt unrecognized responded with phrases that indicated feelings of unfair treatment and a manipulative work environment. Words such as "rampant favoritism," "scare tactics," "stop eliminating," and "job tomorrow" were most common among the "unrecognized" group.



2. Propuesta de trabajo

El texto de Claire Hastwell muestra datos muy concretos extraídos del [Great Place To Work® Trust Index](#) sobre qué es lo que motiva a los empleados. Te los recordamos a continuación y te invitamos a reflexionar sobre la pregunta que ves al lado del gráfico para ayudarte a mejorar tus prácticas comunicativas.

Most important drivers of great work



Source: O.C. Tanner

¿De qué forma estos datos pueden orientar tus prácticas de comunicación y reconocimiento habituales?

¿A qué vas a comprometerte tras tu reflexión?