

Píldora Sesión 2. Liderazgo en Acción. Comunicación

The Next Step In Employee Recognition: A Culture Of Appreciation (lectura 15'; incluye preguntas de reflexión)

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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. The Next Step In Employee Recognition: A Culture Of Appreciation



[David Grossman](#) (Forbes Communications Council)

Founder & CEO of The Grossman Group, an award-winning internal communications and leadership consulting firm. (Mar 4, 2024)

I recently had the opportunity to observe an exemplary employee recognition program in action. It stood out largely because the two top leaders at the organization genuinely embraced it.

Standing before a large group of employees, the leaders announced the winners of an award to celebrate employees who had lived out the company's values in outstanding ways. As the leaders described how the employees went beyond the call of duty to serve clients and colleagues, you could feel the excitement and pride of everyone in the room.

The winners were touched by the leader's clear understanding and respect for their work. But so were their peers. The energy in the room sent a strong message about how important the company's values were—not just as words on paper but as something to strive toward each day.

The recognition program itself isn't all that unique, but the sincere commitment from leadership is what made it so special. Before the announcement, leadership had been closely involved in selecting the winners and were excited to call out their achievements to a larger audience.

This is the message I try to share with leadership at many of the clients we serve. Recognition isn't about just layering on the accolades in all their forms, from employee-of-the-month plaques

to Hawaii incentive trips. Rather, it's about leaders and managers truly buying into an authentic culture of appreciation, one in which employees feel seen, heard and acknowledged for extraordinary work.

Asked about employee recognition, many leaders are quick to acknowledge its importance. However, studies show that the employees themselves aren't feeling it. According to [Gallup/Workhuman](#), 40% of employees reported receiving recognition only a few times a year or less from a manager, supervisor or other leader. Further, only 23% of employees said their organization has a system in place to recognize work milestones.

The study also highlighted the benefits of recognition. When recognition programs are done well, employees are four times as likely to be engaged and recommend the organization to friends and family. They were also 73% less likely to “always” or “very often” feel burned out.

7 Key Ways To Implement Recognition Programs That Work

In our work with clients on employee recognition and communication programs, we've identified the following seven elements of success:

- **Focus**

It's important to be very purposeful about which employee behaviors you want to recognize, celebrate and reinforce and be sure to focus the rewards on those. With our professional services firm client, the organization had just gone through a merger and wanted to drive home the values it would be striving for as a new

company with a unique culture. Recognizing the behaviors that most reflected the company values was a great way to reinforce what the new company culture was all about.

- **Have clear champions of the recognition programs**

Having top leadership embrace recognition, discuss it regularly and get excited about employees who demonstrate great work is one of the best ways to send a strong message from the top that recognition matters.

- **Lead by example**

This is the really hard part but so important. Whatever you identify as the behaviors you want to champion (often it's values like integrity, teamwork and collaboration), it is critical for leadership to live the values themselves. For example, an organization that identifies teamwork as a value and yet has a top leader who doesn't collaborate on key decisions won't work. Instead, it will make the recognition program feel inauthentic and just for show.

- **Be inclusive**

Many organizations make the mistake of adopting recognition programs that are heavily geared toward sales teams. Employees who manage the most profitable account get rewarded with a trip to Hawaii or Europe. Yet in doing that, the organization sends a bad message to other employees who worked behind the scenes to get important work done. Recognition programs should be broadened to ensure all teams can be eligible. Or, if the award is specific to the sales organization, broaden the recognition to the entire team involved in the winning deal and invite them to the fun beach trip.

- **Tell the winners' stories**

Once employees are chosen for recognition or awards, showcase their success throughout the company. In this way, the winners are role models and influencers for their colleagues, helping to explain what they did to achieve breakthroughs and milestones for the organization. Their stories can be shared on social media, in company newsletters, and at all-hands calls or meetings, helping to both celebrate success and educate others on what great looks like.

- **Make the recognition special**

When employees are chosen for special awards, it should feel special. Find the right time and place to ensure that the announcement reflects the importance of the hard work involved.

- **Include peers in the recognition**

While it's great to be called out by a leader, employees also appreciate kudos from their colleagues. Provide opportunities for employees to celebrate each other, whether by simply encouraging written notes acknowledging great work at a meeting, or by adopting an online peer recognition program for all employees.

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Employee recognition does not need to be a heavy lift, yet somehow it doesn't always get the attention it deserves. Even a simple "thank you" from a manager can go a long way toward making an employee feel like their work is worthwhile. That kind of culture of appreciation is among the smartest ways to build a stronger work environment that respects, celebrates and retains its team for the long haul.

2. Propuesta de trabajo

Te proponemos a continuación 4 preguntas relacionadas con el artículo de David Grossman y la importancia de dar reconocimiento y mostrar aprecio por los colaboradores

pregunta	respuesta	aprendizajes y compromisos
¿Cuál es tu opinión respecto al valor que el autor otorga a las prácticas de reconocimiento?		
¿Cuáles son tus prácticas habituales relativas a dar reconocimiento ? Valora... <ul style="list-style-type: none"> ▪ A quién le das reconocimiento ▪ Cómo y dónde se lo das ▪ Por qué motivo se lo das ▪ Qué podrías mejorar en tu forma de dar reconocimiento 		
¿Cuáles son tus prácticas habituales relativas a pedir reconocimiento ? Valora... <ul style="list-style-type: none"> ▪ De quién lo esperas ▪ Si te da o no te el reconocimiento ▪ Cómo y dónde te lo da ▪ Por qué motivo te lo da ▪ Si te da el que esperabas ▪ Qué haces cuando te lo da (tanto si es el que esperabas como si no?) 		
¿Qué vas a seguir haciendo y qué vas a cambiar en tu forma de dar y recibir reconocimiento?		